

MANUAL for MISSIONARIES

- Mission Society for
UNITED METHODISTS

MANUAL FOR MISSIONARIES

**THE MISSION SOCIETY
FOR UNITED METHODISTS**

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PREFACE

The Manual for Missionaries is published by The Mission Society for United Methodists, Inc. to provide each missionary with a ready reference to Mission Society policy regarding matters ranging from personal affairs to missionary support, and to describe the relationship of each missionary to the Mission Society. Procedures are provided where necessary to ensure effective support of the missionary by the Norcross office. Great appreciation is expressed to the Foreign Mission Board of the Southern Baptist Convention, OMS International, World Gospel Mission and to the United Methodist General Board of Global Ministries for their assistance in supplying some of the material for the earliest edition of this manual.

One copy of the Manual is furnished to each applicant unit at the time of entrance into the Candidacy Stage (Stage 2). Copies of the Manual are also furnished to each Board member, appropriate staff members and other interested persons.

Written acceptance by the candidate of the principles and practices outlined in the Manual is a part of the application process itself and is a requirement for approval as a missionary.

This copy of the Manual should be accessible to the missionary while on the field or on home assignment (furlough). Any question concerning policy or procedures contained in the Manual should be addressed to the Society.

Frank Decker
Vice President for Mission Ministries
The Mission Society for United Methodists

HOW TO USE THIS MANUAL

The Manual for Missionaries is divided into numbered chapters. In addition to the general table of contents at the beginning of the Manual, each chapter has its own table of contents.

The Manual is looseleaf so that outdated material can be revised or replaced as new information becomes available or conditions change. Each replacement sheet will show the date of issue and will be sent to each person in possession of a Manual, accompanied by a memorandum indicating what deletions, revisions, and / or additions have been made.

The Manual pages are numbered according to the chapter and the page number within the chapter. For example, chapter 2, page 3, is numbered "Page 2:3".

Exhibits are numbered according to the chapter in which they are found. For example, Exhibit 3:1 - 2 is page 2 of Exhibit 1 in Chapter 3.

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1. THE MISSION SOCIETY FOR UNITED METHODISTS

1.01 INTRODUCTION

The Mission Society for United Methodists has been raised up at a time when witnessing to God's love and grace in the world will take many forms. In recognizing how varied the work of God is, the Society also affirms that a diversity of gifts for ministry has been given to His Church for building the Kingdom. It is of first importance to recognize that peoples, cultures and governments are in process and in change. Authentic Christian missions in this era calls for great sensitivity to human situations and requires creativity and flexibility in methods.

It is expected, therefore, that missionaries will be selected according to specific needs that the place of ministry requires. The structure of the work and the methods employed will differ according to context. For example, a work may be connected with national churches (Methodist or other) already established. Again, the missionary's ministry may be carried out through another mission agency or national agency already at work, in either long or short-term relationships. In other cases, there may be no church in place, and the strategy will be that of evangelizing and planting a church where none existed before.

The choice of the term "Field Ministry" is meant to reflect the perspectives expressed above. It refers to the work that is being carried out in a given location; the emphasis is on ministry. It is not the intention of the Society to set up rigid and uniform structures in each place, but to serve in a way that is best suited to the particular situation. The guidelines in the Manual are meant to facilitate ministry and are to serve and support the multiplicity of forms that the Society's ministries will take.

This document reflects a Society that is committed to witnessing, under the guidance of the Holy Spirit, to God's Word in Jesus Christ in a variety of appropriate forms. Only a flexible organizational approach will permit the varied kinds of ministries that are called for if we are to be faithful in service to God amidst a changing world in this century and beyond.

The Manual, therefore, is drafted with the expectation that it will be reviewed from time to time as the Society grows in the understanding of its purpose and calling. When changes in policy are made, the appropriate pages of the manual will be revised and distributed to all holders of the manual. Each missionary unit is responsible to keep his/her Manual updated. The Manual will not be reissued annually; thus it is important to safeguard each copy and keep it up-to-date.

1.02 MSUM HISTORY

The Mission Society for United Methodists was founded as a result of an ad hoc meeting of thirty-four United Methodist clergy and laity who gathered in St. Louis on November 28, 1983. Represented in that meeting were persons from twenty conferences and all five jurisdictions of the United Methodist Church.

The occasion for the St. Louis meeting was a growing sense of crisis regarding the missions program of the Church. Among the concerns of evangelicals were the drastic reduction in the number of overseas missionaries supported by the General Board of Global Ministries (GBGM), the radical theological shift reflected in GBGM's move away from ministries of evangelism and church planting and toward socioeconomic emphases in mission, and the lack of significant evangelical participation at the senior executive level of GBGM. More than a decade of dialogue between the Evangelical Missions Council (a Good News-linked organization) and GBGM had failed to bring any significant change in these areas. When a new round of executive appointments at GBGM did not include any noted evangelicals, and in contrast placed at the head of the World Division a controversial figure long associated with GBGM's most radical social activism, the St. Louis meeting was called. The convenor was the late Dr. L. D. ("Bill") Thomas, then pastor of First UMC of Tulsa, Oklahoma.

The assembled participants needed only a minimum amount of time to arrive at their decision. A paper was read by one of the leading mission theologians of the Church, eliciting a vigorous expression of

opinions from the group. But there was no doubt in anyone's mind that the need for a new missionary sending agency was crucial. The discussion centered around the structure of the new organization, the possible reactions from the Church establishment, and the immediate steps that had to be taken to bring the "supplemental agency" into being. Dr. Thomas was elected chairman of the steering committee.

That committee met in early December, 1983, and again on December 29, at which time the Rev. H. T. Maclin, who had been a regional staff representative for GBGM, was elected as Executive Director of the new organization. The group's chosen name, The Mission Society for United Methodists, reflected the commitment to remain within the denomination as a vehicle for missions for persons who shared the Society's vision.

The Mission Society was incorporated in the State of Georgia in January 1984. Its first office was opened in early February on Sycamore Street in Decatur, Georgia. Within just a few weeks, Mr. Maclin and his secretary, Carol Ham, were inundated with letters from persons wanting to support the organization and from others seeking to apply for service through the Society.

From the beginning, the Mission Society has sought only to be a voluntary organization with no official connection to the denomination. Its "unofficial" status is not unlike that of other groups, such as the Methodist Federation for Social Action (MFSA) or Good News. The Society neither seeks nor receives funding through official United Methodist channels, relying instead on the voluntary contributions of individuals and congregations within our Church.

The first ten missionaries were commissioned at the Society's inaugural ceremony at Highland Park UMC in Dallas, Texas, in May 1985. At the end of its first decade of service, over 140 missionaries had been sent forth by the Society to more than 30 countries.

President Emeritus of the Mission Society, the Rev. Dr. H. T. Maclin, has chronicled the Society's formation and first decade of ministry in The Faith That Compels Us: Reflections on the Mission Society for United Methodists - The First Decade: 1984-1994.

1.03 THEOLOGICAL STATEMENT OF MISSION

The doctrinal commitments of the Mission Society for United Methodists are those of the historic evangelical Wesleyan standards, as set forth in the Articles of Religion, The Confession of Faith, and The General Rules of The United Methodist Church Discipline of 1984.

We affirm that there is only one Savior and only one Gospel. Jesus Christ being Himself the only human incarnation of God, who gave Himself as the only ransom for sinners, is the only mediator between God and humanity. All persons are perishing because of sin, but God loves all, not wishing that any should perish but that all should repent. To proclaim Jesus as "the Savior of the world" is not to affirm that all persons are either automatically or ultimately saved, still less to affirm that all religions offer salvation in Christ. Rather, it is to proclaim God's love for a world of sinners and to invite all persons to respond to Him as Savior and Lord in the wholehearted commitment of repentance and faith.

To evangelize is to spread the good news that Jesus Christ died for our sins and was raised from the dead according to the Scriptures and that as the reigning Lord, He now offers forgiveness of sins and the liberating gift of the Spirit to all who repent and believe. Our Christian presence in the world is indispensable to evangelism. Evangelism is the proclamation of the historical, biblical Christ as Savior and Lord, with a view to persuading people to come to Him personally and so be reconciled to God.

We affirm that Christ sends His redeemed people into the world as the Father sent Him. Evangelism is carried forward with the expectation that people everywhere shall come under the Lordship of Jesus Christ and is therefore a distinctive purpose of mission. Beyond this, we affirm the need for wholeness in persons and in society and recognize this also as a goal for mission. The Church, as the community of God's people, must not be identified with any particular culture, social or political system, or human ideology.

Membership in the Mission Society shall be open to every member of the United Methodist Church and other Churches who is committed to the Purpose, Statement of Faith, and Philosophy of Missions as found in the foregoing statements.

1.04 VISION STATEMENT

The Mission Society for United Methodists responds to the great commission (Matt. 28:19-20) and the great commandment (Matt. 22: 37-39) by communicating the Gospel, planting churches, and advancing the Christian movement together with the worldwide body of Christ.

Objectives of the Vision

To discern those places throughout the world where the Word has not been heard or heeded.

To encourage and support leaders for mission and all those who are committed to the manifold ministries of missions.

To challenge all United Methodists with the biblical imperative to proclaim the Gospel to the whole world by recruiting, sending, and receiving missionaries across social, cultural, and political boundaries.

To establish with others, Christian congregations where opportunities and needs arise; to strengthen these congregations to become, in turn, centers for missions.

Means for Accomplishing These Objectives

By evangelizing unreached peoples of the world and by establishing new congregations among them.

By responding to leaders of churches related to the worldwide Methodist fellowship by considering requests for funds and personnel.

By cooperating with ministries already in place which may be of national origin or may be administered by agencies other than the Mission Society.

By opening doors of service for all forms of ministry (whether evangelism, education, health, agriculture, etc.) so that United Methodists and others of Wesleyan persuasion can respond to missions.

1.05 ORGANIZATION

The Mission Society for United Methodists is a voluntary association that is not a part of the official structure of the United Methodist Church. While operating largely within the United Methodist family, the Mission Society according to its bylaws is a vehicle for missions for "United Methodists and others of historic Wesleyan persuasion."

A self-perpetuating board of directors made up of United Methodist clergy and laity from every jurisdiction governs the Mission Society. Directors serve for three-year terms, and may succeed themselves once before mandatory rotation off the board.

The president of the Mission Society is selected and hired by the board of directors. All other staff is accountable to the president.

The Society's organization structure includes:

President

Executive Assistant to the President

Vice President - Administration and Finance

Receptionist / Accounts Payable

Graphic Designer

Coordinator of Accounting and Office Services

Mail Services

Manager - Information Technology

Data Base Administrator

Vice President - Development

Executive Assistant to the Vice President

Missionary Itineration Coordinator

Mission Representatives Coordinator

Mission Representatives
Director of Communications

Vice President - Mission Ministries (Serves as Regional Coordinator for Central and SE Asia)
Executive Assistant to the Vice President
Missionary Care Coordinator
Latin America Regional Coordinator
Director of Missionary Personnel
Executive Assistant - Missionary Personnel
Director of Missionary Preparation (Serves as Regional Coordinator for Africa, France, Russia and the Far East)
Executive Assistant - Missionary Preparation
Director of Short Term Ministries
Intern, Short Term Ministries

1.06 AFFILIATIONS

The Mission Society holds membership in the Evangelical Fellowship of Mission Agencies (EFMA), the Evangelical Council for Financial Accountability (ECFA), and the Evangelical Press Association (EPA).

The Mission Society is a member of the Evangelical Environmental Network (EEN), and holds a seat on the board of directors of that organization.

In addition, the Mission Society has entered partnership agreements with numerous Christian missions and organizations for the purpose of engaging in cooperative ministries, especially jointly sponsoring missionaries. As of the time of this writing, these included:

Africa Inland Mission International, Inc.
Ambassadors For Christ, International
Arab World Ministries
Chinese Overseas Christian Ministries
Christian Lay Ministries
Church Resource Ministries
Commission to Every Nation
Cornerstone Church & Ministries, Int'l
Each One Feed One
Enterprise Development International
Equip, Inc.
Evangelism Explosion III International
Frontiers
Great Commission Ministries
International Institute for Christian Studies
International Missions, Inc.
International Teams
InterServe/USA

Latin America Mission, Inc.
OC International
OMS International
Operation Mobilization
OMF International
Peter Deyneka Russian Ministries
Pioneer Bible Translators
Procla-Media Productions (YWAM)
Rick Bonfim Ministries
SIM International
Trans World Radio
United World Mission, Inc.
Wesley Foundation-University of Georgia
World Concern
World Gospel Mission
Wycliffe Bible Translators
Young Life

(For a current listing, contact the Missionary Personnel Department.)

2. MISSIONARY PERSONNEL

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2. MISSIONARY PERSONNEL

Much has changed in the world since God first told Abram that all the world was to be blessed by his seed, and since Jesus, from a hilltop in Galilee, commanded His disciples to go into all the world and make disciples of every nation. A changing world requires changing strategies for missions. Nevertheless, as long as there remain groups of people around the world who are linguistically, geographically or culturally isolated from the Gospel, there is a continuing need for Christians who will witness cross-culturally to the saving work of Jesus Christ.

The same God who sent Jonah to preach in Ninevah and Peter to declare the Good News in the house of Cornelius continues to direct certain of His people to cross-cultural ministry. Such persons are missionaries. The primary function of The Mission Society for United Methodists, and that for which the Lord has raised up this ministry, is to send forth Christian missionaries, to the end that every people and tongue and nation will be given an opportunity to respond to Jesus Christ, the only Savior of the world.

2.01 CLASSIFICATION OF MISSIONARIES

The Mission Society is first and foremost a missionary sending agency. While mission can be accomplished in a variety of ways, God's call to the Society is primarily to send missionaries. To that end, the Society enables persons to be in mission through a variety of programs. In order to maximize the potential for ministry of the Society and its missionaries, the Society seeks to be flexible in the application of these classifications and deployment of persons.

2.01.1 CAREER MISSIONARIES

Career missionaries are persons whose aim or desire it is to minister cross-culturally for an extended period of time, and who enter missionary service with the intent of serving for at least one full term on the field (4 or 5 years, including furlough).

It is desirable that Career Missionaries have a bachelor's degree from an accredited college or university and appropriate seminary or professional training in a specific field. However, such degrees are not mandatory providing sufficient practical experience in a relevant field has been obtained. With or without formal training or degrees, priority will be given to considering candidates' previous record of fruitfulness as Christian disciples when evaluating their potential for missionary service.

When couples are appointed, both husband and wife must qualify. Adolescent children may be required by the Society to undergo psychological assessment as a part of the application process, and the children of missionaries will participate along with their parents in some pre-field preparation experiences.

When an exception is made in the appointment of a missionary for reasons such as health, the designation "Special Appointee" is used. This exception should be cleared during the first term of service on the field.

Career missionaries shall be eligible for full participation in the Society's benefits programs, including but not limited to medical and life insurance, children's education savings plan and retirement benefits.

It is mutually agreed by the missionary and the Society that the first term of service is probationary. During the last year of that term, in ample time to allow full opportunity for consultation before the missionary's departure for home assignment, the Society will seek counsel from the Field Leader as to whether or not the individual should be invited back. Where missionaries serve at the invitation or under the direction of a national church, that church's counsel will also be sought. The Society will communicate the final decision to the Field and the missionary.

2.01.2 SHORT-TERM MISSIONARIES

Short-Term Missionaries are persons who serve for less than a full term. They are persons with competence in performing a task and with a Christian commitment to serve for a limited period of time (usually not more than two years) where needed. Short-Termers are not limited to young adults. They may be of any age, including persons retired from another career, if they have some expertise to offer.

The two categories of Short-term Missionaries are:

1. Short-Term / One (ST-1) - persons serving up to one year.
2. Short-Term / Two (ST-2) - persons serving more than one but not more than two years.

A Short-Term Missionary accepts an assignment based on a specific job request from the Field Ministry to which (s)he goes. (S)He is a part of the Field Ministry and is expected to be a part of its total effort in terms of achieving the basic objective and philosophy of the Ministry.

The service of a Short-Term Missionary has a threefold purpose.

1. To enhance the work of the Field Ministry in Christian outreach.
2. To deepen and mature the Short-Term Missionary's own Christian commitment.
3. To aid the local church in gaining a world concern following his/her return from overseas or home service.

Assignment of a Short-Term Missionary is made on the basis of a specific request from a Field, the preference of the applicant and the evaluation of the Society.

Depending upon his/her assignment, the Short-Term missionary may be required to pursue an abbreviated language-training program of the Field Ministry's choosing. This should not exceed three months.

Reassignment of Short-Term Missionaries may occasionally take place. The usual procedure is:

- Suggestion of reassignment by the missionary or the Field Committee.
- Approval of the Field.
- Approval of the Society.

If transfer to another field is involved, formal action by the Mission Society is required.

Short-Term Missionaries shall be covered by the Society's medical and life insurance programs, but shall not be eligible for either retirement benefits or the children's educational savings program. The base salary for Short-Term Missionaries is generally lower than that of Career Missionaries. [See Section 4.01]

2.01.3 SECONDED MISSIONARIES

The Mission Society affirms the seconding of missionaries, both Career and Short-Term, to other mission agencies. Persons thus assigned shall be designated "seconded missionaries." Seconded missionaries are full members of the Mission Society, and may be considered at their request for reassignment directly under the Society's supervision.

The primary purposes for the seconding of missionaries by the Society to other mission agencies are:

- To enable the Society to place missionaries in geographical locations, specialized ministries or other valid areas of service in which it is not yet, or has chosen not to become directly involved (e.g., Bible translation).
- To enable United Methodists who have been led of God to serve as missionaries under other agencies to be more closely related to their Methodist family, thereby enabling them to

intentionally become a part of the effort to strengthen the work of biblical missions within the United Methodist Church.

Missionaries may be seconded to any of the agencies with which the Society has developed a Cooperative Agreement. Applicants may request secondment to another agency, but acceptance will be contingent upon the development of a satisfactory Cooperative Agreement and the approval of the Agreement by the Society's board of directors.

Seconded missionaries are subject to the full application program of both the Mission Society and the agency to which they are assigned, and must be approved by both agencies.

Support arrangements for seconded missionaries are governed by the specific Cooperative Agreement under which they are appointed. In most instances, seconded missionaries function fully under the financial program of the other agency. In such cases, funds received by the Society on behalf of the missionary are transferred to the agency that actually administers their support and oversees their ministry. The Society's normal administrative charge (15%) is reduced by one-half (to 7.5%) for funds received for such persons.

The Mission Society remains the primary sending agency of the seconded missionary. Unless the Cooperative Agreement under which the missionary is seconded stipulates otherwise, the Society is responsible for overseeing the missionary's home assignment and support raising activities, and the agency to which (s)he is seconded oversees travel to/from the field and ministry on the field. [See Exhibit 2:2]

2.01.4 MISSIONARY ASSOCIATES

Over the years, numbers of evangelical United Methodists who have answered the call of God to missionary service have served around the world under a variety of agencies. Though not connectionally linked with the United Methodist Church, they nevertheless share the vision and spirit which first gave birth to Methodism's missionary movement and which today inspires the Mission Society. The Missionary Associate relationship is offered to such persons as a way of affirming them and strengthening their ministries.

United Methodists who serve under other mission agencies or as independent missionaries may apply to the Society to be registered as Missionary Associates. The Missionary Associate relationship is established by making application to the Missionary Personnel Department, and is approved by the Director of Missionary Personnel. Missionary Associates are not members of the Mission Society, nor do they receive any support through the Society. However, the Society will encourage individuals and congregations within the United Methodist Church to be supportive of their ministry. [See Exhibit 2:3]

2.02 APPLICATION AND ACCEPTANCE PROCEDURES

There are three stages for applicants for Career Missionary service with the Mission Society.

1. Applicant - a person who has submitted the Preliminary Information Questionnaire and is in the process of completing the full application forms for missionary service.
2. Candidate - a person who has submitted full application forms for missionary service with the Mission Society and has been approved by the Candidate committee to attend a Missionary Candidate Week.
3. Missionary Appointee / Missionary - a person who has been approved through the appropriate process for missionary service and is authorized to begin raising personal support (Appointee). When support is raised and the person departs for the field, (s)he is classified a Missionary.

Stages 1 and 2 are combined for Short-Term applicants.

2.02.1 CAREER MISSIONARIES

Persons serving at least one full term (4 or 5 years, including furlough).

Application Procedure:

Stage 1 (Applicant):

- PIQ & Full Application
- References
- Candidate Committee Review / Advancement to Stage 2

Stage 2 (Candidate):

- Affirmation of Manual for Missionaries
- Medical Evaluation / Approval of Medical Director
- Psychological Assessments / Approval
- Field Review / Request from Field (may at time be deferred to Stage 3)
- Attendance at Candidate Week / Recommendation to Personnel Committee (Career)
- Personnel Committee Interview / Recommendation to Board
- Approval by Board

2.02.2 SHORT-TERM MISSIONARIES (ST-1 AND ST-2)

Persons serving one or two years.

Application Procedure:

Stage 1 (Applicant):

- PIQ & Full Application
- References
- Candidate Committee Review / Advancement to Stage 2

Stage 2 (Candidate):

- Affirmation of Manual for Missionaries
- Medical Evaluation / Approval of Medical Director
- Psychological Assessments / Approval
- Field Review / Request from Field (may at time be deferred to Stage 3)
- Attendance at Candidate Week
- Approval by Candidate Committee

ADDITIONAL NOTES:

Approval for Short-Term service does not guarantee subsequent approval for a regular missionary appointment. Short-Term Missionaries who have completed their assignment and who then seek regular appointment under the Society must complete the remaining steps in the full application process and be approved by the Personnel Committee and Board as Career Missionary appointees.

2.02.3 SECONDED MISSIONARIES

Persons seeking secondment to other agencies follow essentially the same application procedures as those seeking regular appointment directly under the Mission Society. All such persons must complete the Society's appropriate application forms.

However, in order to avoid unnecessary duplication of effort or expenditure of resources, the task of securing references, medical evaluations, and (if necessary) psychological assessments may be coordinated with the agency to which the candidate seeks secondment. In such cases, the personnel departments of both agencies will share these materials.

Approval: The same as regular missionaries. However, seconded missionaries must also secure the full approval of the agency to which they are seeking secondment.

2.02.4 MISSIONARY ASSOCIATES

Application Procedure:

- Written Application
- Approval by Director of Missionary Personnel

2.03 APPOINTMENT OF NON-U.S. CITIZENS

We affirm,

- The biblical place of persons in the mission of Christ to the whole world and that all believers share mutually in the task of world evangelism. Persons called by God for missionary service should normally be sent and supported by their own national church.
- That no appointment should be made which would create a situation in which the economic advantage inherent in the United States becomes either a wedge which divides people from coworkers or a benefit which entices non-U.S. citizens to serve through the Mission Society rather than their own home church.

Therefore, our policy normally is that:

- Non-U.S. Citizens shall not be appointed to serve in their home country.
- Non-U.S. Citizens shall not be appointed by the Mission Society to serve in countries where their own national church is already sending missionaries.

Non-U.S. Citizens may be considered for missionary service when the following conditions are met:

- The person in question is not applying for service in a country where the Mission Society already cooperates in ministry with the national church of that person.
- There is no existing structure for being sent to the field as a missionary by the national church.
- The person in question has already lived in the United States and has a network of relationships which is considered by the Mission Society to be adequate to provide the foundation for his or her support-raising efforts.
- The person in question is ready and able to submit to the Society's philosophy and normal process of developing and maintaining a support base within the United Methodist Church in the United States, as well as all other requirements of a missionary with the Mission Society.

2.04 PROCESS FOR MISSIONARY APPOINTEES

Approval as a Missionary Appointee marks the end of one process and the beginning of another. The first step is sealing the relationship between the Missionary Appointee and the Mission Society. The "Covenant Agreement" is reflective of the bond that is developed between new Appointees and the Society.

First century missionaries were models in a number of ways followed today by faith mission societies, including The Mission Society for United Methodists. They received their support from various local groups of Christians. They maintained close ties with these churches and were members of them. In fact,

a good portion of the New Testament is made up of Paul's missionary letters to both supporting and daughter churches.

The Mission Society as a "faith mission" cannot "send" a missionary to the field by itself. All missionary members of the Mission Society must raise their personal support before going to the field. The development of a "support team" who enable a missionary's work through prayer and financial support is a vital aspect of the missionary's ministry.

Adequate preparation for cross-cultural ministry is also a key ingredient in the long-term effectiveness of the missionary. Approval for missionary service means, first, approval to prepare for missionary service. Candidates come with some preparation already in hand, whether academic or experiential. The Mission Society, through the Director of Missionary Preparation, will work with Missionary Appointees to help them become further equipped for the work to which God has called them.

2.04.1 COVENANT AGREEMENT

All approved missionaries will be asked to endorse a covenant agreement immediately following their acceptance by the Mission Society. The Society in turn will endorse the agreement. [See Exhibit 2:1]

2.04.2 THE PROCESS OF MISSIONARY PREPARATION

2.04.2.1 TRAINING PRIOR TO APPROVAL: MISSIONARY CANDIDATE WEEKEND

The formal process of training for service through the Mission Society begins prior to approval as a missionary at the Missionary Candidate Week, which runs from a Thursday evening through the following Tuesday. During this time candidates learn certain core values of the Mission Society through interactive, experiential, and classroom experiences. By the end of the week a mutual consensus is sought among the Candidate Committee (comprised of staff) and the candidate whether or not the Mission Society is the best context for the candidate to fulfill the mission calling which God has laid upon his/her heart.

Also during this weekend, initial specific training in the area of raising one's support for service is given to enable a quick start in the development of the missionary's support team. "Support" includes finances *and* prayer, and during this time training is provided in support team development philosophy, strategy and specific tools.

If the candidate is applying to serve as a Short-Term Missionary, indication of final approval will be given during the latter days of the Candidate Week. If the missionary is applying to serve as a Career Missionary and is recommended by the staff to continue the approval process, (S)He must then appear before the Board of Directors for final approval. The Board of Directors meets in May and October.

2.04.2.2 IMMEDIATELY AFTER APPROVAL

Immediately after approval as a missionary, an estimate of funds needed (or budget) will be developed by the Mission Ministries department. During this time the newly approved missionary is required to submit a prayer card information sheet and mail list, to begin the support team development process.

The Mission Society for United Methodists is a faith mission. Therefore, each missionary is responsible for raising his/her entire support.

2.04.2.3 TRAINING AFTER APPROVAL: THE FOUR PHASES OF PREPARATION

There are four phases of formal training subsequent to approval as a missionary. A Short-Term Missionary must complete Phases One and Two, and a Career Missionary must complete

However, in order to avoid unnecessary duplication of effort or expenditure of resources, the task of securing references, medical evaluations, and (if necessary) psychological assessments may be coordinated with the agency to which the candidate seeks secondment. In such cases, the personnel departments of both agencies will share these materials.

Approval: The same as regular missionaries. However, seconded missionaries must also secure the full approval of the agency to which they are seeking secondment.

2.02.4 MISSIONARY ASSOCIATES

Application Procedure:

- Written Application
- Approval by Director of Missionary Personnel

2.03 APPOINTMENT OF NON-U.S. CITIZENS

We affirm,

- The biblical place of persons in the mission of Christ to the whole world and that all believers share mutually in the task of world evangelism. Persons called by God for missionary service should normally be sent and supported by their own national church.
- That no appointment should be made which would create a situation in which the economic advantage inherent in the United States becomes either a wedge which divides people from coworkers or a benefit which entices non-U.S. citizens to serve through the Mission Society rather than their own home church.

Therefore, our policy normally is that:

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- The person in question is not applying for service in a country where the Mission Society already cooperates in ministry with the national church of that person.
- There is no existing structure for being sent to the field as a missionary by the national church.
- The person in question has already lived in the United States and has a network of relationships which is considered by the Mission Society to be adequate to provide the foundation for his or her support-raising efforts.
- The person in question is ready and able to submit to the Society's philosophy and normal process of developing and maintaining a support base within the United Methodist Church in the United States, as well as all other requirements of a missionary with the Mission Society.

2.04 PROCESS FOR MISSIONARY APPOINTEES

Approval as a Missionary Appointee marks the end of one process and the beginning of another. The first step is sealing the relationship between the Missionary Appointee and the Mission Society. The "Covenant Agreement" is reflective of the bond that is developed between new Appointees and the Society.

First century missionaries were models in a number of ways followed today by faith mission societies, including The Mission Society for United Methodists. They received their support from various local groups of Christians. They maintained close ties with these churches and were members of them. In fact,

Phases One through Four. Upon approval, the new missionary will be given a Training Handbook that will be utilized during preparation, and provides a more thorough explanation of the training process. Here is a summary of the four phases of training after approval:

1. Phase One Training is a residential training program that lasts about a week and takes place in the Atlanta area. Here are taught the fundamentals of missionary preparation, including cultural, ministry, spiritual, personal, and practical issues.
2. Phase Two is an independent study program which the missionary completes during the time in which (S)He is conducting his/her deputation ministry to raise support for the initial term of service.
3. Phase Three occurs within six months from anticipated departure for the field, and usually after the missionary has raised at least 65% of his/her financial support in gifts and pledges. This phase of training may take place at Link Care in Fresno, CA or at Missionary Internship in Colorado Springs, CO.
4. Phase Four is the acquisition of the language in which the missionary will be ministering. A Career Missionary is required to spend the first year of his/her term learning the new language, (if (S)He is not already functional in that language). Depending on the language and place of service, that time of language acquisition may take place on the missionary's field of service or at a location other than the missionary's field of service. The method of language acquisition may include formal training at a language school, contextual language learning (e.g. utilization of the "Lamp" or "Barefoot" methods, or some combination thereof. The missionary is given the tools for the development of his/her language learning strategy in Phase One training, and the final decision on a strategy is made in consultation with the missionary's Regional Coordinator and the Director of Missionary Preparation. Please refer to section 3.04.3 "The Imperative of Language Mastery."

2.04.2.4 DEPARTURE FOR THE FIELD

As donations and pledges of support approach 100% of the required level, a departure date is established in consultation with the Director of Missionary Preparation and the Regional Coordinator for that field.

2.04.3 COMMISSIONING

Under appointment by the Mission Society for United Methodists, the missionary candidate becomes one of an illustrious and holy company who can trace their history as far back as St. Paul. Through the Spirit's leading, Paul and Barnabas were selected by the Church at Antioch to go to the whitened harvest fields of Asia Minor and eventually to Europe. The church laid their hands upon them in that first Christian missionary commissioning service and sent them forth.

Acceptance as a missionary, whether by the Society's board or the executive staff, constitutes the official commissioning by the Mission Society. Prior to leaving for the field, missionaries are encouraged to schedule a commissioning service in the local church of their choice (usually the church where they have been most active in recent years). The commissioning service should take place within three months of departure for the field. Whenever possible, representatives from the Mission Society executive staff or board of directors should be included in the Commissioning Service. [Please refer to the Training Handbook for more details.]

CHAPTER 2 - EXHIBIT 1

**COVENANT AGREEMENT
BETWEEN
THE MISSION SOCIETY FOR UNITED METHODISTS AND**

Being fully convinced of your call of the Lord to, and your spiritual gifts for, missionary service, The Mission Society for United Methodists hereby enters with you into the following covenant.

THE RESPONSIBILITIES OF THE MISSION SOCIETY FOR UNITED METHODISTS

We will endeavor, by God's grace and power, to conduct our ministry with integrity and in the spirit of Christ so as to provide an environment in which your labors may be unimpeded. By God's grace, we will seek to be above reproach in all things.

We will develop objectives and priorities for our ministry and for that of our missionaries in cooperation with the missionary and with the national church, recognizing that God has given the Society the primary role of oversight for our people and their work.

We will seek to assist and support you and your family in your personal and spiritual nurture and development, and in your adjustment to life on the field as well as life in the homeland following field assignment.

We will train you to develop a network of supporters who will pray for and give to your ministry. Through our Itineration Department, we will make your names available to individuals and churches who contact the Mission Society with an interest in supporting a missionary. We will also make available to you promotional materials to assist you in your partnership support development.

We are members of the Evangelical Council for Financial Accountability (ECFA) and conduct our financial dealings with integrity and Christian values. We will receive and process pledges and gifts sent for your support and ministry, which includes receiving funds, providing receipts, and thanking donors. We will provide you with regular financial reports and information concerning gifts and pledges to your ministry. We will protect the integrity of your funds being held.

We will make available basic insurance coverage of medical and hospital expenses for you and your family. We will also make available medical evacuation insurance. Further, we will make available, as is appropriate to your missionary status, other benefits, such as a retirement program (on the basis of matching funds), education fund for children and life insurance. Recognizing that acceptance of health care that is not comparable with that which is offered in the United States is part and parcel with the sacrifice one freely embraces in answering God's call to take the gospel of Christ to the ends of the earth, ultimate responsibility in this area of health care lies with the missionary. The Mission Society shall not be liable for health problems or other endangerments, which may arise in the course of life and/or duties on the mission field.

Recognizing that it is the Christian's privilege to give his life for the sake of Christ, should any person serving under the Mission Society or traveling under its auspices be held ransom, the Mission Society will attempt to effectuate release but will in no case make payment for ransom.

Manual For Missionaries

"Missionary preparation" is somewhat of a paradox in that, on the one hand, we seek to insure that missionaries are fully prepared, and, on the other hand the very nature of missionary work necessitates that the missionary be absolutely dependent on God to enable him/her to fulfill his/her missionary calling. With this in mind, we will do our best to enable you to be prepared to serve in your chosen field of service and provide guidance concerning training prior to departure to the field as well as post departure training, including the development of a strategy for foreign language learning.

THE RESPONSIBILITIES OF MISSIONARY

As a disciple of Jesus Christ, you are to be "going on to perfection" by seeking to walk in obedience to Christ and in the fullness of the Spirit, and are to employ every means of grace available to the believer.

As an ambassador for Christ and a member of the Mission Society, you covenant to uphold the purpose, vision, policies, doctrines, and Theology of Mission of Mission Society; to be faithful to the vows assumed in your commissioning, and to conduct yourself in a way that becomes the gospel and that upholds the name of the Mission Society, bearing witness in word and in deed to the transformation of life which comes through faith in Jesus Christ.

Recognizing that you are part of a cooperative effort by the total Mission Society family, you are to function as a team member. Since the Mission Society ministers as partners-and not overseers-of the Church in other parts of the world, you are to be under the direction of the Church in the country in which you serve, as well as under the authority of the leaders of the Mission Society. As such, you are to fulfill the duties that are assigned you by the Society's leadership, sharing counsel with your leaders, and strengthening the ministry and witness of the Mission Society and national church by your life and witness.

In accord with such policies as are outlined in the Manual for Missionaries and other statements from the Mission Society, you are to avoid involvement in the promotion, sponsorship, supervision, or activities of any project, activity, or cause which is inconsistent with the doctrines or policies of the Mission Society.

As a member of the Mission Society, you share a part in the overall ministry of the mission. Therefore, a percentage of those funds, which you raise for the support of your ministry, will be retained for the general administration of the Mission Society, as defined by the Manual for Missionaries, thereby enabling the individuals and churches who support you to have a share in that work of the Society which enables you to be in missions.

As a member of the Mission Society, you are to function within the financial program of the Mission Society. You shall not solicit funds for projects or ministries which have not been approved by the Society or your field leadership, or in ways which have not been approved by the Society, and shall accept and disburse funds for persons, projects, or causes within your field only as approved by and as reported to the field or Society leadership. You may not have a private or non-Mission Society fund which you manage or disburse except as approved by the Mission Society.

You are to be faithful and punctual in submitting quarterly reports, quarterly prayer letters, and other materials as may be required by the Mission Society.

For the Mission Society Date Missionary Date

CHAPTER 2 - EXHIBIT 2

SECONDED MISSIONARIES

The term *Secoded Missionary* refers to a special relationship whereby a missionary of the Mission Society is assigned to work under another mission agency (the secondary agency). Secoded missionaries are first and foremost missionaries of The Mission Society for United Methodists. They maintain membership both in the Society and in the agency to which they are assigned by the Society, and represent both while itinerating and in communicating with their supporters. However, the Mission Society is to be understood as the primary sending agency.

Believing that cooperation in ministry is both biblically sound and strategically important, the Mission Society seeks to unite with others in fulfilling the Great Commission. The Society therefore seconds workers to agencies which are ministering in areas where the Society does not have work. It also seconds workers whose specialized skills cannot be used within the Society's programs to agencies which are better able to utilize those skills. Secondment allows these persons to maintain a vital connection with a sending agency of their denomination while fulfilling their calling through another agency.

Secoded Missionaries may only be assigned to those agencies with which the Mission Society has established a Cooperative Agreement. Their service will be subject to the provisions of that agreement. *Secoded Missionaries* must subscribe to the doctrinal statements of both the Mission Society and the secondary agency. The Society therefore only enters into Cooperative Agreements with missions whose doctrinal positions are compatible with the Articles of Religion of the United Methodist Church and with the particular emphases of The Mission Society for United Methodists.

While this relationship with the Mission Society may indeed enhance the missionary's ability to raise funds among United Methodists, those who seek such a relationship should have as their primary aim a desire to be in mission through the Mission Society and to share in the Society's efforts to strengthen the evangelical witness within the United Methodist Church.

Normally a *Secoded Missionary* is under the Society's direction while itinerating on Home Assignment, and is under the direction of the secondary agency while on the field and in transit. The Society recognizes the need of the secondary agency to have the missionary available at times for itineration for its own institutional purposes, and will cooperate with the secondary agency in this regard. Time will also be granted for the missionary to participate in the training, enrichment, and orientation functions provided by the secondary agency.

Secoded Missionaries should receive at least 25% of their total support through the Mission Society. These funds will be forwarded monthly by the Society's treasurer to the secondary agency. The Mission Society deducts a 7.5% administrative charge from all funds which are processed on behalf of secoded personnel.

Subject to the specific terms of the Cooperative Agreement under which a *Secoded Missionary* serves, that missionary will usually function under the full financial program of the secondary agency, including its insurance and retirement programs.

Secoded Missionaries are responsible for raising their own support, as are missionaries who serve directly under the Mission Society. The Society, of course, will assist the missionary in generating sources of support.

Manual For Missionaries

Persons desiring this relationship should apply through the Director of Missionary Personnel. In order to avoid unnecessary duplication, certain steps in the application process (such as medical and psychological testing) are usually only carried out through one of the two agencies, the results being shared between the personnel departments. Final approval by the Society for persons seeking the seconded relationship is not granted until the applicant has been approved as a missionary of the secondary agency.

The Mission Society for United Methodists rejoices in the opportunity to be in cooperative ministry with other Christian missions, for we believe that our efforts to win the world for Christ are enhanced when we minister together in the unity of the Holy Spirit.

COOPERATING AGENCIES

Africa Inland Mission Int'l	Latin American Missions
Ambassadors For Christ, Int'l	OC International
Arab World Ministries	OMS International
Chinese Overseas Christian Ministries	Operation Mobilization
Christian Lay Ministries	OMF International
Church Resource Ministries	Peter Deyneka Russian Ministries
Commission to Every Nation	Pioneer Bible Translators
Cornerstone Church & Ministries, Int'l	Procla-Media Productions (YWAM)
Each One Feed One	Rick Bonfim Ministries
Enterprise Development Int'l	SIM International
Equip, Inc.	Trans World Radio
Evangelism Explosion III Int'l (EEE)	United World Missions, Inc.
Frontiers	Wesley Foundation – University of GA
Great Commission Ministries	World Concern
International Institute for Christian Studies	World Gospel Mission
International Missions, Inc.	Wycliffe Bible Translators
International Teams	Young Life
InterServe/USA	

For more information, call or write to:
THE MISSION SOCIETY FOR UNITED METHODISTS
Director of Missionary Personnel
P.O. Box 922637, Norcross, GA 30010
Tel. 770-446-1381 / 800-478-8963 / Fax. 770-446-3044
E-mail: <jcolvin@msum.org
Web: <http://www.msum.org/>

CHAPTER 2 - EXHIBIT 3

MISSIONARY ASSOCIATES

The term *Missionary Associate* refers to a status whereby The Mission Society for United Methodists recognizes and affirms United Methodist persons who are serving under other mission agencies, but who desire to maintain a "link" with United Methodism through the Mission Society.

Missionary Associates are not members of the Mission Society, nor is there any organic connection between them or their work and the Society. Their membership lies solely with the agency with which they work, and their ministry is conducted under the direction of that agency.

However, in order to recognize those evangelical United Methodists who are in mission with other agencies, the Mission Society has established a means of identification and affirmation. The Society desires to undergird all *Missionary Associates* with prayer, and will share a list of these persons with all individuals and churches in the United Methodist Church who wish to pray for and support missionaries of evangelical persuasion.

Persons seeking this relationship must submit an application which is available upon request from the Director of Missionary Personnel. Applicants are asked to affirm the Articles of Religion of the United Methodist Church and the evangelical commitments of the Mission Society.

Granting of *Associate* status is done by staff and affirmed by the Society's Personnel Committee. The Mission Society does not assist *Associates* with the raising of support, though *Associates* are provided with a letter of recommendation from the Society with the hope that it will open doors to United Methodist congregations for the Associates.

The Mission Society for United Methodists rejoices at the opportunity to recognize and encourage United Methodists who have answered God's call to service and who are ministering through a variety of mission organizations. We affirm such persons in the desire that God will multiply the number of those within our beloved Church who have heard and answered His call to "go into all the world and make disciples of every nation."

For more information, write to:
THE MISSION SOCIETY FOR UNITED METHODISTS
Director of Missionary Personnel
P.O. Box 922637, Norcross, GA 30010
Tel: 770/446-1381 / Fax: 770-446-3044
E-mail: <jcolvin@msum.org>
Web: <http://www.msum.org/>

3. FIELD MINISTRIES

- 3.01 THE CENTRALITY OF EVANGELISM, CHURCH PLANTING AND DISCIPLESHIP**
- 3.02 RELATIONSHIPS**
 - 3.02.1 TO NATIONALS**
 - 3.02.2 TO THE NATIONAL CHURCH**
 - 3.02.3 TO OTHER MISSIONARIES AND MISSIONS**
- 3.03 THE TEAM ON THE FIELD**
 - 3.03.1 THE TEAM MAY BE INTERNATIONAL IN MAKEUP**
 - 3.03.2 THERE IS NO PECKING ORDER WITHIN THE TEAM**
 - 3.03.3 ASSIGNMENTS CREATE RESPONSIBILITY, NOT "TURF"**
- 3.04 FIELD ASSIGNMENT**
 - 3.04.1 APPROVAL FOR DEPARTURE TO THE FIELD MISSIONARY LIFESTYLE**
 - 3.04.3 THE IMPERATIVE OF LANGUAGE MASTERY**
 - 3.04.4 HOUSING ON THE FIELD**
 - 3.04.4.1 GENERAL GUIDELINES**
 - 3.04.4.2 OWNERSHIP OF MISSIONARY HOUSING**
 - 3.04.4.2(A) PERSONAL OWNERSHIP OF RESIDENCE - GENERAL ISSUES**
 - 3.04.4.2(B) PERSONAL OWNERSHIP OF RESIDENCE - PAYMENT FOR PROPERTY**
 - 3.04.5 LENGTH OF TERM**
 - 3.04.6 SUPERVISION AND EVALUATION**
 - 3.04.6.1 ANNUAL STATEMENT OF OBJECTIVES**
 - 3.04.6.2 BUDGET**
- 3.05 ORGANIZATION ON THE FIELD**
 - 3.05.1 RESPONSIBILITIES OF A FIELD LEADER**
 - 3.05.2 RESPONSIBILITIES OF A FIELD TREASURER**
 - 3.05.3 RESPONSIBILITIES OF THE FIELD SECRETARY**
- 3.06 FIELD FINANCES**
 - 3.06.1 PURCHASES FROM THE FIELD**
 - 3.06.2 PROFESSIONAL FEES**
 - 3.06.3 GUIDELINES AND PROCEDURES FOR THE APPROVAL OF PROJECTS**
- 3.07 FIELD MINISTRY PROPERTY**
 - 3.07.1 INSURANCE ON FIELD PROPERTIES**
 - 3.07.2 VEHICLES, VEHICLE EXPENSES AND DRIVING**
 - 3.07.2.1 SOCIETY-OWNED, MISSIONARY-OPERATED VEHICLES**
 - 3.07.2.2 PERSONALLY OWNED OPERATED VEHICLES**
 - 3.07.2.3 APPROVED DRIVERS**
 - 3.07.2.4 MILEAGE RATES**
 - 3.07.2.5 PROCEDURE FOR REPORTING VEHICLE EXPENSES**
- 3.08 TRAVEL TO AND FROM THE FIELD**

3. FIELD MINISTRIES

The Mission Society exists to fulfill the Great Commission by making disciples among the nations. This requires a dynamic partnership between the Society's administration and its Fields. The missionaries serving on a field and the ministries in which they and their national partners engage are referred to as Field Ministries (or the Field).

The Society's home office team is dedicated to serving the persons whom God has sent forth through the Society as missionaries, and to supporting the ministries in which the Society has a part around the world. The staff of the Mission Society no less than our missionaries are women and men who are called of God to their respective areas of service. The staff seeks to function as a team, modeling the principles of Christian community and body life that the Society desires to be maintained by the missionaries on each Field.

The board and staff of the Mission Society seek to undergird our missionaries and Fields with fervent prayer for each person sent forth. They seek to provide godly counsel and oversight of our missionaries and Fields, diligent stewardship of the financial resources entrusted to us, and intentional care for the personal well being of each missionary and family member.

While the entire home office staff is eager to assist our missionaries in every way possible, several staff have primary responsibilities in relation to our missionaries.

- The Regional Coordinator, a member of the staff charged with oversight of a particular geographic region, and his/her Executive Assistant provides administrative oversight and logistical support for the missionary.
- The Missionary Care Coordinator is dedicated to strengthening relationships by providing a context that enriches, enables, and encourages each missionary and family member. The intent of Missionary Care is to undergird a successful term of positively relating to nationals, other missionaries, and MSUM staff; personal growth and increased fulfillment for each missionary; and a long-term relationship between each missionary and the Society. Communication between missionaries and the Missionary Care Coordinator may, at a missionary's request, be strictly confidential.
- The Vice President of Finance and Administration assists missionaries with matters relating to finance and compensation.
- The Itineration Coordinator, supported by Mission Representatives, support missionaries by helping to schedule church meetings while the new missionary is raising support or when the missionary has returned from the field for home ministry.

[A complete list of the Society's administration is found at 1.05. Additionally, the Training Notebook includes an introduction to the entire home office staff and a description of every position.]

3.01 **THE CENTRALITY OF EVANGELISM, CHURCH PLANTING AND DISCIPLESHIP**

An abbreviated paraphrase of Matthew 28:19-20 which correctly uses the verbs in those verses would read, "Make disciples (imperative tense) of all the peoples therefore, by going, baptizing, and teaching them..." "Going" is not the central verb; "Make" is. The object of all our labors is to make disciples of Jesus who are obedient to Him in all things. The participles (going, teaching, baptizing) are methodology, not purpose. The first goal of the Society is not the sending of missionaries, but the making of disciples. It is on the fields of service that this people-reaching, disciple making is focused. Whether the missionary is a teacher in a government school, a doctor in surgery, or an agricultural advisor in a rural village, his/her purpose is to reveal the love and truth of God so as to contribute to the making of disciples of Jesus. Ironically, the two greatest failures of the missionary endeavor have been its two greatest goals: making disciples and establishing spontaneously growing churches. Many years of dedicated labor on the mission field have been aimed at "good missionary work" which did not advance the true purpose of missions.

Church planting is the ultimate aim of our efforts. The basic experiential reality of the church is the body of Christ, best expressed in the context of a small nurturing group of believers who have the mutual responsibilities for accountability, spiritual growth, evangelism, and service. The basic organic functions of the body are to grow, multiply, and conquer territories of Satan.

3.02 RELATIONSHIPS

Best results in the work on the field can be attained only by united and cooperative effort on the part of missionaries. It follows, therefore, that the Field Ministry will have general supervision and care of all work of its missionaries and the individual missionary will not project work which is independent of the general program adopted by the Field and/or the Society. Successful application of the principles of cooperative effort calls for the exercise of the highest degree of patience and the forbearance by members of the Field Ministry. Each missionary should seek to give full expression to individual initiative and to direct leading of the Holy Spirit in helping form the policies and programs of the Field. At the same time, there should be a willingness to submit to the final decision of the Field Ministry as a whole, remembering that the missionary is a part of a team.

3.02.1 TO NATIONALS

There is perhaps no more complex subject than this one for the new missionary. Each culture brings with it different truths to be understood. Errors are committed in every direction. To err is human; to forgive is to work with missionaries! You will make mistakes. A humble, loving spirit will usually compensate. The missionary always needs to be a practical student of culture. Ask questions. Have a hunger to learn the ways and ideas of your host people. Some missionary appointees have arrived on the field with no real respect for people of other races or cultures, even in our own day. If the grace of God is not shed abroad in your heart to give you real love for your host people, seek it now! Or, don't go.

Love must often be "tough". To love is not always to give anything asked of you. If by generosity we win a reputation for ourselves, Christ is not served. If by our willingness to lend, the conscience of a borrower who cannot repay is harmed, we have not gained a friend, but distanced a potential friend. Jesus' words in Matthew 5: 39-48 were spoken in the context of force by enemies. They apply very well to a kidnap victim but are often misapplied in other situations.

Two great errors often made in relation to nationals are opposites of each other. In some missionaries' homes, nationals are made to feel like inferiors or servants. In some others, they are given more freedom than we would our fellow missionaries. Either extreme will lead to problems. An open, loving home where all feel comfortable will greatly enhance our ministry to people. The gift of hospitality, nurtured by a deep and abiding love for the people and culture to which (s)he has been sent by God, is needed by every missionary.

3.02.2 TO THE NATIONAL CHURCH

The Society recognizes that the same spirit of brotherhood and cooperation required among missionaries is needed between the missionary and his/her national coworkers. Mutual respect is essential to a harmonious working relationship as well as a consistent witness to the world. The Society always attempts to work in partnership with a national church wherever one exists and to create a self-directing, autonomous church where one does not exist.

However, the church as an organization is a creation of humans and can go wrongly about its task as history amply teaches. While every effort will always be made to work in partnership, such partnership is not an end in itself. Partnership is not the highest value directing the Society, though it is a means of building the church and fulfilling the Great Commission. However, when the existing local church lacks vision or has become corrupted or derelict in its duty to God, the Society will not be bound from carrying out its God-given mandate, while always attempting to be an agent of renewal in the church.

3.02.3 TO OTHER MISSIONARIES AND MISSIONS

The Society affirms an ecumenical stance within the context of evangelical orthodox Christian faith. Thus, cooperation with other societies or churches is possible for the pursuing of common goals. In fact, we are strengthened by our flexibility, particularly as it is demonstrated in our support of "Seconded Missionaries". The Society rejoices in the opportunity to be in cooperative ministry with other Christian agencies, for we believe that our efforts to win the world for Christ are thus enhanced. Our watchword is: "Great things can be accomplished for God when we do not care who receives the credit."

3.03 THE TEAM ON THE FIELD

At some time in the preparation process, every missionary appointee reads or is told, "Your biggest problem will be other missionaries." Its not just an old saw, but a truth born out by the experience of countless numbers of people. Why is it so? The quickest response is usually, "Because missionaries are such independent people. If they weren't they would not be missionaries." While there is an element of truth in this statement, it tends to gloss over our most significant needs in being prepared for conflict with coworkers.

- A more honest answer is that **missionaries are sinners, also**. In some cases, a person's theological understanding becomes a barrier to good relationships if he believes that he is superior in his surrender to Christ, in his perception of God's direction, or has received a "perfection of performance" in some manner. The human fact of self-deception and the sin of self-righteousness may be encouraged by bad theology.
- This temptation is enhanced by the **phony role assumptions** people often make about a missionary. Not everyone who goes to the field does so because he or she is more dedicated or more holy. Sometimes, people are led to mission work by romantic notions, naiveté, the domineering expectations of others, escape from unsatisfying employment at home, or the desire to domineer others who are less fortunate (read ignorant, helpless, stupid). While this may seem cynical, not to face the fact that some missionaries have mixed or wrong motives in their service is to be blind to the realities of failures on the field. Of course, all agencies attempt to discern and weed out people with improper motives.
- Aside from the fact that sinners go to the mission field, it is also true that **being a sincere, dedicated Christian does not make us skilled in interpersonal relationships**. Many people who get to the field arrive with crippling habits in relating to others. A successful former businessman or pastor may be accustomed to a degree of deference from others that suddenly is no longer there. The personal use of power in relationships may not be Christianized. Very often the high achiever, who is used to "getting things done" at home fails to take the time to learn the rules in another culture and slaughters working relationships in the name of efficiency or progress. The ensuing frustration can stretch relationships, even in the home, to the breaking point. The shock of reality in the face of unrealistic expectations about our coworkers, us, and life on the field is a major cause of first term failure.
- **Another powerful factor** in relationships on the field is an **inadequate concept of teamwork**. In every instance, where there is more than one family unit on the field, our desire is to operate in the "team" mode. At times, the varied nature of the work makes this less than 100% realizable. For example, if there are only two families in Outer Wawa, and they serve in different locations and in different ministries, the sense of "team" will not be the same as if there were four families in Southern Slobo, all engaged in church planting in the same city. The Wawa missionaries will tend to be more of a group and less of a team than those in Slobo. Nevertheless, team values are our standard.

Every missionary with The Mission Society for United Methodists must commit to serving as a member of a team. Why?

- **A major reason** is that the desired outcome of missionary service is not the performing of a function or the achieving of a task. It is rather, the living out of the Gospel as a witness to the reality of Christ. The most powerful ministry on the mission field is the one that produces the same awe in our target people that was produced in the first century, when society observed "how they loved one another." No more effective impediment exists to the promulgation of the Gospel than enmity between Christian workers. That enmity is the only excuse the world needs to dismiss our claims about Jesus. It is within that team relationship that love of the brethren can most clearly function.
- **Second**, we must work as a team because that is the best analogy to what Scripture says about the Body of Christ. A team is connected, like the branches to the vine. If our ministry teaches people to be saved from sin, but does not incorporate them into the Biblical body of Christ we have only half a gospel. That body life reality cannot be taught if it is not modeled by our own example. Jesus commands that we serve Him as a team. In His prayer for us in John 15:12-17, we have the clearest statement about how we are to work together for the Kingdom.
- **Finally**, the only way our work can last and have lasting fruit is within the context of the church. A ministry team is the church in microcosm. Jesus' promise that "the gates of hell shall not prevail" is made to the Body of Christ, not individualistic kingdoms, or man-made organizations. Whatever we toil for, however clever our plans, it will not last for eternity if it is not built on this foundation, for, "no greater love hath any man than this, that he lay down his life for the brethren." To say I can love my coworkers without being a team member is the equivalent of saying to one's fiancée "I love you, but I don't want to live with you." It makes no sense.

What are the practical, "rubber meets the road" issues for us then?

3.03.1 THE TEAM MAY BE INTERNATIONAL IN MAKEUP

In most instances, the Field Ministry will involve partnership between missionaries and nationals. As such, your team will be international. There is no place for condescending attitudes toward team members just because they are not North Americans. They have made the same commitment to serve Christ as you, the North American missionary. It is a bankrupt and outmoded pattern of missionary behavior that treats nationals as inferior in judgment or commitment. This is the age of partnership, not paternalism. We as missionaries have no right to even reside inside a foreign nation except that we assist a national church to exist and be self-governing. Mutual respect and love for the brethren knows no barriers.

3.03.2 THERE IS NO PECKING ORDER WITHIN THE TEAM

While the wisdom that comes from experience must be recognized, there is no chieftain, only leaders. Though a Field Leader [See Section 3.05.1] may be appointed for the purposes of leadership, administration and communication, (s)he is first and foremost a member of the team. Often the leader on the Field will be the head of the national church, and all MSUM members serve under his or her leadership, equally. The model for team organization is that of a "work group," not a ladder. In the ladder model someone sits at the top, and on top of the rest. That is not necessary or desirable.

At the same time, Scripture affirms and celebrates leadership. Believers are admonished to submit themselves to one another "out of reverence for Christ." And we are admonished to submit ourselves to those who are "over us in the Lord." Ideally, leadership and partnership go hand in hand. Those charged with leadership, and especially the Field Leader, must accept as their model our Lord, who led by serving and who sacrificed Himself for the sake of those He loved.

3.03.3 ASSIGNMENTS CREATE RESPONSIBILITY, NOT "TURF"

Whether made by MSUM or by the organized team or by the national church, individuals may have responsibility over specific areas of the work. This does not mean that we are turf defenders, protecting our ground from the incursions of others. Mutual care often means mutual assistance. The interdependency demanded by Christian love means that the success of my work depends on

you and vice versa. However, the person with responsibility for a particular work must be respected as such.

3.04 FIELD ASSIGNMENT

3.04.1 APPROVAL FOR DEPARTURE TO THE FIELD

Approval for departure to the field comes from the office of the Regional Coordinator in consultation with the Finance Department and the Director of Missionary Personnel. Securing the required financial support is not the only criterion for releasing an itinerating missionary for field service. Other considerations are:

- Whether the required orientation has successfully been done
- Whether the Field has proper visa permission and available housing
- Whether any required special study has been completed

3.04.2 MISSIONARY LIFESTYLE

With improved means of travel and technology, an increasing temptation exists for the missionary to simply transplant his/her American lifestyle to his/her field of service. After all, diplomats, businessmen and many other missionaries he meets overseas do just that! One appointee was told by an experienced missionary on the field, "If you like it at home, bring it!" At this time in history when methods of communication and information take pictures of the West to every corner of the globe, people in underdeveloped nations know about and desire the advantages of Western life. Materialism is just as great a temptation to persons living in developing countries as to North Americans!

The new missionary must realize that his/her lifestyle and possessions may be major stumbling blocks to his/her ministry. These take several forms. One is jealousy. National church leaders may desire the same kind of car that the American missionary drives, or the same clothes, stereo, or furniture. This jealousy may not surface, but simmer out of sight, destroying any sense of brotherhood or partnership.

Another form is wrong expectations of the material benefits of being a Christian. An extreme example is found in the "cargo cults" of the South Pacific, but in every mission field there will be those who hope to gain from associating with Christians.

Third, people may appear to desire service or leadership positions, but disguise their materialistic motives, like Simon the Sorcerer in the New Testament. Such people may do terrible damage to the ministry much later. Christians are not to sit in judgment of one another. Neither are we to put stumbling blocks in the way of our brothers. It is vital that missionaries lead lifestyles compatible with the people to whom they are ministering, for the sake of the Gospel, whether they are higher or lower than American expectations.

3.04.3 THE IMPERATIVE OF LANGUAGE MASTERY

The new missionary's first task is to learn to communicate. Without a mastery of the local language, he is severely handicapped in whatever he attempts. Where there are many languages, as in some African countries, the choice of which language to learn will depend on the specific target-people and the work of the individual missionary. Often a "national" language exists, and to not know it shows a lack of respect for the country. However, the language learned at one's mother's knee is the language of the heart. To speak of the affairs of the heart and soul in some other language is to court failure. In most cases one year of language study is required. But language learning never stops. The missionary with a thirst for learning, who is always on the lookout for new words and meanings, will grow in his/her language ability and be respected by nationals for it. Where a Field is large enough to be organized, a language committee may be organized to evaluate language learning of new missionaries.

3.04.4 HOUSING ON THE FIELD

3.04.4.1 GENERAL GUIDELINES

Providing living quarters for missionaries is the responsibility of the Society. However, in many cases the host church may be called upon to offer assistance in providing housing. In any case, rentals should be in line with normal amounts charged in the host country and should not elevate the missionary beyond the reach of his/her national coworkers. The decision to rent a particular house for a missionary must be made by the Field Ministry as a joint decision when the Field is organized. The Field Ministry on the field will furnish for each home the following minimum basic items of equipment and furniture, which shall remain the property of the Society, under the care of the missionary. Furniture used by a missionary on furlough may be stored, or used by another missionary in the interim, or sold if that is the most practical option.

- A refrigerator and stove
- A bed, chest of drawers, and a portable closet (if there is no built-in closet) for each bedroom
- A table and chairs, and a china closet (if there is no built-in cupboard)
- Washer and dryer
- A couch and chairs
- A desk and chair and bookshelves as needed for office
- Other items approved by your Field Leader or, where there is no Field Leader, your Regional Coordinator

Upkeep of living quarters and all Field premises is the responsibility of the Field Ministry. It is not desirable for the missionary to put personal money into Field work or property unless it is a gift to the Field Ministry, in which case it is gratefully received, properly recorded, and receipted by the Treasurer on the Field. The Society cannot be responsible for any expenditure not authorized by it, or for any outlay of personal funds in Field property or work.

3.04.4.2 OWNERSHIP OF MISSIONARY HOUSING

In most circumstances, the missionary will live on the field in housing that is either rented or in housing that is owned by the MSUM. However, in some fields it may be both culturally appropriate and financially wise for missionaries purchase their own home on the field. This will be allowed, provided that the conditions listed below are met.

3.04.4.2(A) PERSONAL OWNERSHIP OF RESIDENCE - GENERAL ISSUES

Ownership of one's own home in a foreign country can be risky. The missionary should be well aware of those risks, taking into consideration the political situation of the country of service, the legalities of foreign ownership of a residence, and the possibility of being "stuck" with a property following termination for any reason from the Mission Society. In addition, consideration should be given to the wisdom of investing in real estate in that country, and to whether or not the location of the residence is congenial to projected long term ministry plans for the Field and the missionary.

It is the responsibility of the MSUM personnel on the field, through discussion led by the Field Leader and in consultation with the Regional Coordinator, to decide whether the option of personal ownership of one's own residence is to be permitted for missionaries serving on that Field. If the Field does so approve of this as an option, the following conditions must be met:

- It is the responsibility of the Field Leader to determine that it is legal for a foreigner to own real estate in that country. Verification of this must be provided in writing to the Regional Coordinator.
- The missionary who considers purchasing his/her own home on the field must be fully aware of the possible liabilities which may accompany the financial benefits to owning one's own home in a foreign country. (S)He must sign a disclaimer relieving the MSUM of any legal issues and / or responsibilities related to possible complications that may occur over the ownership, purchase, or selling of one's home.
- The missionary should not purchase a home on the field until it is best determined, in consultation with the Field Leader and the Regional Coordinator what locale is best, in relation to the missionary's focus of ministry. Issues such as geography and appropriate standard of living must be considered. Therefore, the missionary should be involved in ministry at least well into his or her initial term of service before such a decision is made.

3.04.4.2(B)

PERSONAL OWNERSHIP OF RESIDENCE - PAYMENT FOR PROPERTY

The missionary is personally responsible for the down payment of the home, but the missionary's housing allowance may be used to pay for the mortgage and taxes. This amount shall not, however, exceed a monthly limit that is determined by the Field Leader and the Regional Coordinator to be appropriate. In determining appropriateness, care shall be given to determine the actual monthly rental cost of similar properties in the target location. (As in the case of rental property, the utilities are also paid from the ministry account.)

If the mortgage payment exceeds the agreed limit, the difference is to be paid by the missionary personally.

During furlough, the missionary's housing allowance shall not be increased to cover both the monthly payments towards the mortgage on the field and the provision for housing while on furlough at the same time. Therefore, it may be advisable that the missionary finds another missionary or renter to occupy his/her home on the field during furlough so that those funds may be used to provide housing for the missionary on furlough. If the amount the missionary receives in rent for his/her property on the field exceeds the amount necessary to provide housing during furlough, the difference must be put into the missionary ministry account.

The missionary is personally responsible for any maintenance or improvements to the property that (s)he is purchasing. However, if such improvements are being made for ministry purposes (for example, enlarging or adding a room to accommodate ministry meetings, provide an office, etc.), application of use of ministry funds for this purpose may be made to the Field Leader, who will also consult with the Regional Coordinator.

The missionary is responsible for all matters related to sale of the property when leaving the field permanently for whatever reason. This includes any legal matters and potential financial liabilities related to not being able to sell the home or any other reason. It shall not be the responsibility of the MSUM to bear this responsibility.

3.04.5 LENGTH OF TERM

The normal length of term is four years, including three years on the field and approximately one year of furlough ministry. Missionaries may elect a five-year term, including four years on the field. Some fields employ such a five-year term, with a three-month "mini furlough" at the end of the second year on the field.

Conditions on a given field or individual circumstances may allow the lengthening or shortening of a given missionary's term. Consultation with the Field Leader and the Regional Coordinator well in advance is necessary before any change in term assignments can be considered official.

3.04.6 SUPERVISION AND EVALUATION

Responsibility for supervision and evaluation of ministry on the field rests with the Regional Coordinator. This responsibility may involve the Field Leader and the Field Committee, if such exists on the field. A primary resource for supervision and evaluation is the annual Statements of Objectives, which is reviewed by the Field Leader and Regional Coordinator. This in turn provides one basis for evaluating a missionary's ministry. For effective supervision or evaluation to take place, there is no substitute for personal contact between the missionary and his/her Regional Coordinator, and between the missionary and his/her Regional Coordinator.

3.04.6.1 ANNUAL STATEMENT OF OBJECTIVES

Every missionary on the field is to submit a personal statement of objectives for his/her ministry for the coming year in the month of December. A great deal of flexibility is possible for the individual missionary to focus on his/her own objectives. When they have been prepared, these objectives are to be reviewed by the Field Leader, where such exists, and then by the Regional Coordinator. The Regional Coordinator may in turn respond to the missionary regarding his/her stated ministry objectives. As the Regional Coordinator visits the field, these statements of objectives are reviewed in person on an individual basis with the missionary.

3.04.6.2 BUDGET

In order for any Christian ministry to have clarity of purpose and direction and to insure fiscal responsibility, correct budgeting is required. As soon as possible after a new missionary is approved and assigned a field, the Regional Coordinator prepares a budget for his/her first term. The budget helps the missionary determine the level of support that will be needed to maintain the missionary and his/her ministry on the field.

Once on the field, changes may be made to the budget as needed, but should be approved by the Regional Coordinator.

3.05 ORGANIZATION ON THE FIELD

Organization of ministry on the Field may take place when the diversity of ministries and numbers of personnel deem it necessary. Permission to organize on the Field comes from the Regional Coordinator. The plan of organization comes from the Field. Organization may take place in more than one region of a country where missionaries and ministries are widely scattered. Where there is more than one team in a country, regional Team Leaders may be designated by the Society in addition to the Field Leader.

When organization of a field takes place, it is recommended that the minimum officers be a Field Leader (appointed by the Vice President for Mission Ministries), a Field Treasurer and a Field Secretary (both chosen by the Field). Other offices may be added as needs arise, and shall be determined by the Field. Caution is urged that organizational work not be allowed to replace or detract from the central ministry of disciple making. The Regional Coordinator will periodically review the existing organizational structure on the Field.

3.05.1 RESPONSIBILITIES OF A FIELD LEADER

The Vice President for Mission Ministries, in consultation with the President and Regional Coordinator, may appoint a missionary as Field Leader. Under the direction of the Regional Coordinator, a Field Leader's duties are to:

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- Exercise executive authority as the leader of the team, working within established team structure, and functioning under the authority of the Society and, where appropriate, the national church
- Serve as an ombudsman and representative of the missionaries to the national church
- Orient new missionaries to the field, unless the Field has assigned another person be responsible for missionary care
- Function as contact person and liaison between the field and the Society
- Alert the Regional Coordinator and/or Missionary Care Coordinator when issues arise in a missionary's life that may require the attention of the home office
- Submit monthly reports to the Society
- Oversee the process of goal-setting and review on the field
- Oversee the production and safekeeping of records, including vehicle insurance, rental agreements, and other legal documents
- Coordinate requests for additional personnel from the national church
- Prepare a Field Contingency Plan and prepare the Team to execute it in the event it becomes necessary [See Exhibit 3:4, CONTINGENCY PREPARATION]

When it is deemed necessary to handle Society funds on the field, but no Field Treasurer exists, the Field Leader may:

- Process requests for funds made by missionaries, and oversee the distribution of the same through a central account in the name of the Society on the field
- Submit a composite field budget annually
- Oversee the audit of field funds annually
- Evaluate and relay requests for sick leave, vacation, and furlough

3.05.2 RESPONSIBILITIES OF A FIELD TREASURER

The Field Treasurer is chosen by the members of the Field, and serves under the direction of the Field Leader. The Field Treasurer serves in a dual capacity in his/her responsibility to the field office and to the Society in Norcross. In cooperating with the Field Ministry, (s)he provides financial data and performs his/her duties according to field planning, provided such plans do not conflict with policy. Always (s)he is directly responsible to the Society, from which (s)he receives direction for the functions of his/her office. Auxiliary instructions may be furnished directly to the Field Treasurer by the Vice President for Administration and Finance, but his/her duties are generally as follows:

- Cash Management: Handle the receipt and disbursement of funds.
- Bookkeeping: Keep records on a double entry system, thus enabling a trial balance to be taken at any time to determine purposes for which funds are being held. Maintains a bookkeeping system as outlined by the Society Treasurer.
- Local Bank Accounts: Keeps Field Ministry funds in a well-established bank in an account opened in the legal name of the Field Ministry utilizing branches or correspondents of Norcross banks whenever possible.
- Reports and Audits: Submits monthly reports of receipts and disbursements, quarterly trial balances, yearly audit, and other data to the Vice President of Administration and Finance as requested. Studies each account at the end of each quarter to determine if special comments should accompany the trial balance, commenting on each account as reflected December 31. Obtains regular reports and yearly audits from ministry unit treasurers if such exist, and from

others to whom the Treasurer remits Field Ministry funds. Shares summary of financial reports submitted to the Society with the Field Ministry and submits a monthly report to the Field Ministry as required by Field Ministry policy. The Field Treasurer shall submit suggested reports within 30 days following the quarter in which he received funds or made expenditures.

- Requests for Funds: The Field Treasurer:
 1. Requests funds from the Society Treasurer only as they are needed for expenditures on the field and after they have been appropriated.
 2. Calls for capital funds in monthly installments as needed, using printed forms supplied by the Accounting Department.
 3. Avoids a build-up of balances in the Field Treasurer's account on the field beyond current needs. Keeps local bank balances at a minimum.
- Property: The Field Treasurer maintains a separate record for each property owned. Obtains and safeguards all deeds and legal papers pertaining to property except where the responsibility has been otherwise assigned. Forwards copies of property records and photocopies of deeds to the respective Regional Coordinator.

3.05.3 RESPONSIBILITIES OF THE FIELD SECRETARY

The Field Secretary is chosen by the members of the Field, and serves under the direction of the Field Leader. (S)He has these responsibilities:

- Takes accurate minutes of all meetings of the Field and files official copy.
- Forwards the minutes of the Field Ministry to the Regional Coordinator.
- Distributes the minutes of the Field Ministry to all members of the field.

3.06 FIELD FINANCES

The appropriation and reallocation of funds is normally the function of the Mission Society, not the Field. It is the responsibility of the Field to request, receive, disburse, and account for the funds in line with the purpose for which such funds are appropriated. Operating funds requested and appropriated for a given purpose can be spent only for that designated purpose; the same policy applies to capital appropriations.

No one is authorized to create a debt against the Field Ministry or Mission. Expenses may be incurred only on the basis of funds already appropriated. Neither the Mission Society nor the Field Ministry expects the missionary to use his/her personal funds to carry on fieldwork. If (s)he does, it is understood that neither the Mission Society nor the Field Ministry is under obligation to refund the personal money invested in the work. Any operating deficits carried over from one year to another are the first items to be considered from operating expense appropriations for the new year. Special care must be given to report to the Accounting Department any unused balances at the end of each.

3.06.1 PURCHASES FROM THE FIELD

All arrangements for field purchases transacted by the Norcross office shall be made through the Regional Coordinator's office, be budgeted, and have a signed purchase order. The source of available field funds for purchases should be identified by means of the account number. The Field Treasurer should be notified of purchases made on behalf of the field. Payments for orders placed directly with a supplier should be settled directly with that supplier by the person placing the order.

3.06.2 PROFESSIONAL FEES

In any foreign field where missionaries are required to pay fees to maintain their professional registration (e.g. doctors, nurses, or teachers), such fees are paid out of the missionary's ministry account.

3.06.3 **GUIDELINES AND PROCEDURES FOR THE APPROVAL OF PROJECTS**

The Purpose of Projects:

- A "project" in the context of a missionary's work is an activity, program, or undertaking which has been approved by the Regional Coordinator and which requires the raising of designated funds. Such activities may be under the oversight of a national church or of a missionary. While the nature of such programs or activities may vary greatly, each one will have a demonstrable bearing, directly or indirectly, on the priority task of obedience to the Great Commission and world evangelization.

The Scope of Projects:

- Location: Projects shall be approved only for Fields approved by the board of directors.
- Time: Projects may be of two types: recurring and non-recurring. In both cases it is expected that the involvement of the Society should not exceed five years. In the case of recurring projects, rationale should be given in the application for funding to explain how the project will be self-supporting by the end of the fifth year.
- Finance: In terms of financing there are three types of projects:
 1. "Guaranteed" projects that are funded out of the Society's unrestricted account, unless designated funds are raised for the project. Requires approval by the Board of Directors. No administrative fee is assessed, since the projects are largely paid out of general funds.
 2. Projects that are dependent on designated funding and are promoted through the Society's general vehicles. Requires approval by the Regional Coordinator. Only those funds that are specifically designated for the project are paid. A 6% administrative fee is assessed by the Society on funds received for such projects.
 3. Projects that are initiated by a missionary and are dependent on the missionary's own ministry resources for funding. Requires approval by the Regional Coordinator. A 6% administrative fee is assessed by the Society on funds received for such projects.

Scholarships: Financial assistance for students on the field, or for nationals pursuing advanced studies in the U.S. Requires approval by the Regional Coordinator. No administrative fee is assessed by the Society on scholarship funds. [See Exhibit 3:3, POLICY REGARDING SCHOLARSHIP AID]

Application:

Project requests must be made in writing, stating clearly the purpose, cost, duration, and source(s) of funding. National churches requesting special projects must secure an application form from the Society. Such requests must carry the endorsement the highest official of the Church. All project requests are submitted to the appropriate Regional Coordinator. After the application is received by the Regional Coordinator, (s)he may request additional information or research the project independently in order to present a full description to the officers of the Society relative to need, feasibility, and long term implications.

Approval:

The Regional Coordinator may approve projects requiring funding under \$5,000. Projects requiring funding between \$5,000 and \$25,000 are submitted to the Regional Coordinator and require approval by the Field Ministries Projects Subcommittee. Projects over \$25,000 (except missionary vehicles and housing) require the approval of the Board of Directors.

Under no circumstances may a missionary solicit gifts for a project that is not approved.

3.07 FIELD MINISTRY PROPERTY

All premises for fieldwork should be the property of the Society or the legal church in the area, and not of any individual missionary. When new buildings are planned or extensive alterations are desired in existing buildings which will or do belong to the Mission Society, plans and estimates of cost shall be submitted to the Regional Coordinator, and the proposed construction shall not be undertaken until approval is granted by the Society. All details concerning the purchase, erection and repair of Field Ministry property shall be cared for on the field, but in no case shall expenditures exceed the amount authorized by the Society. Money appropriated for buildings and improvements must not be paid until a good title to the property involved is secured, or until it is certain that such a title is forthcoming. Before new buildings and extensive improvements can be authorized, full descriptions and estimates must be submitted to the Norcross office. Contracts for erection of buildings must not exceed the amount of funds available.

3.07.1 INSURANCE ON FIELD PROPERTIES

Society-owned buildings and equipment should be covered with a reasonable amount of insurance (if such is available). The Field Leader or Field Treasurer is responsible for arranging proper coverage and for keeping all insurance policies in force.

3.07.2 VEHICLES, VEHICLE EXPENSES AND DRIVING

There are two categories of vehicles owned by the Society on the field. [See Exhibit 3:4, VEHICLE POLICY]

3.07.2.1 SOCIETY-OWNED, MISSIONARY-OPERATED VEHICLES

The first is a "Society-owned, missionary-operated vehicle." It is purchased with funds contributed by missionaries from his/her vehicle or ministry fund. The missionary who raised the funds for a vehicle is its "Primary User." As such, (s)he is responsible for its maintenance and has primary access to and responsibility for its use. It should be kept in mind, however, that the vehicle is the property of the Mission Society, not the missionary. From time to time circumstances may require that it be made available to another member of the Society for his/her use. The cost of maintaining such a vehicle, including fuel, oil, repairs, and all other maintenance, is born by the missionary's ministry account. When the vehicle is driven for the missionary's or another person's personal use, (s)he must reimburse his/her ministry account at the per-mile rate of \$.31 (or the Field Mileage Rate, if such has been established).

Note: In some field where the Mission Society is not a legally entity, the missionary or the national church may actually hold title to such a vehicle. The provisions stipulated above, however, still govern the use of the vehicle.

3.07.2.2 PERSONALLY OWNED OPERATED VEHICLES

The second category is a "personally-owned and -operated vehicle." In this case the missionary purchased the car with his/her own personal funds, and is personally responsible for its maintenance, upkeep and use. If the vehicle is used for ministry purposes, the owner shall be reimbursed by his/her ministry account at the per-mile rate of \$.31 (or the Field Mileage Rate, if such has been established).

3.07.2.3 APPROVED DRIVERS

Vehicles owned by the Society should only be driven by persons with sufficient experience to assure safety. Short-term visitors will not likely be covered by the insurance in place, nor acquainted with local driving customs. Laws of the host country must be observed. Under-aged and unlicensed children may not drive Society-owned vehicles.

3.07.2.4 MILEAGE RATES

The Field sets mileage rates to be charged the missionary who personally uses any vehicle owned by the field (or, conversely, paid by the missionary's ministry account if his/her personal vehicle is used for ministry purposes). Mileage rates are based on operating costs, including insurance and other expenses in the various localities of the world. A record must be kept for each car with all mileage noted so that a complete record is available listing the mileage and account to be charged. In the absence of such a Field-determined rate, the current IRS-approved US mileage rate shall be in force.

3.07.2.5 PROCEDURE FOR REPORTING VEHICLE EXPENSES

Vehicle expenses for ministry related to the Society's work will be paid from the ministry account of the missionary who uses the vehicle.

1. Personal use by the missionary or other person of a Society-owned vehicle is a personal expense and must be reimbursed at the established rate (see #5 below).
2. Those with primary use of a Society-owned vehicle must submit a monthly "Car Expense Log" with their monthly Expense Report.
3. Keep the log in the vehicle, perhaps on a clipboard or notebook, not in the house or office.
4. Missionaries who own their own car on the field may submit invoices for ministry mileage on that vehicle.
5. The mileage is the IRS rate (currently US \$.31 per mile), unless official action is taken by an organized field to set a "Field Rate."
6. If you operate in kilometers, convert to miles only in the "Total Miles" column of the form, and indicate "Kms" in the other two columns. (The kilometer:mile ratio is 8:5)
7. Use only the log form provided for reporting.
8. If you live on a field where more than one Society-owned car is in use, indicate the tag number at the top of the form.
9. "Personal use" means any non-ministry travel, including visiting friends, going to buy food, taking a vacation, or just going for a drive, etc.
10. The cost of "personal use" will be a deduction on the monthly expense account submitted by the Primary User.
11. If you allow someone other than an MSUM missionary to use the vehicle you have the option of collecting the mileage rate from him/her or paying it personally.
12. Since you reimburse for personal use based on mileage, all actual expenses for vehicle use (gas, oil, maintenance and repairs) are paid for by your ministry account.

Reported on the log is: the date of the trip, starting and ending mileage, total miles, destination (place), the user, & purpose of the trip. The log form will be supplied by the Society. You may photocopy as many copies as needed.

"Date" indicates the date the trip was begun, not ended. Mileage for the same purpose can spill over to more than one day if there is no other type of use between.

"Purpose" may be abbreviated, if necessary, but be clear.

"User" may not be the primary user, so indicate who is. The Primary User is responsible for collecting from any other user for personal mileage, at the established mileage rate.

3.08 TRAVEL TO AND FROM THE FIELD

When one thinks of preparation to depart for the field, "How do I get there?" and "What should I take?" often is a major concern. While it is a good idea to plan ahead, wisdom suggests that the growth that takes place during the first three phases of missionary preparation will better enable the missionary appointee to make decisions of this type. One should think of settling these detailed issues as part of the final stage, rather than the initial stage, of preparation to depart. [See Section 2.04.2.3]

3.08.1 OUTFIT ALLOWANCE

In order to help the missionary with the heavy personal expenditures which come at the time of outgoing, the Society grants in the missionary's budget an outfit allowance of \$300 for each adult missionary and \$150 for each child going to the field for the first time. (For example, a new climate may require a heavy winter coat.) The outfit allowance for subsequent terms is one half these amounts. A short-term missionary going to the field is granted an outfit allowance of \$150. The outfit allowance is considered salary and is reported as taxable income.

3.08.2 BAGGAGE AND FREIGHT ALLOWANCE

When the missionary goes to the field of service his/her baggage and freight expenses are covered from his/her ministry account, within the limits of the missionary's budget. Shipping methods vary widely:

- air freight sent as "unaccompanied" freight / baggage
- extra baggage that travels on the same flight as the missionary
- a container sent via sea freight

To a great extent, choices of shipping and packing methods are personal. We suggest that you seek the advice of others serving on your field of service as well as the Regional Coordinator for your field in making these decisions. Please also refer to the "What to Take" section of the Training Handbook.

3.08.3 TRAVEL ARRANGEMENTS

After a date of departure has been established, [See Section 2.04.2.4] travel arrangements including visas and airline tickets, should be arranged. The missionary should make his/her travel plans through MTS Travel in Jacksonville, Florida, in consultation with the Executive Assistant of the missionary's Regional Coordinator. The Regional Coordinator must approve any exception to the use of MTS's travel services.

A passport for each family member traveling outside of the United States is required and must be obtained before applications for any necessary visa(s) can be submitted. Because it often takes two-month or more for a passport to be obtained, the missionary should ensure that applications for necessary passports are made with plenty of advance time. The missionary may find out which post office near him/her has passport applications by calling his/her local post office.

3.09 EVACUATION FROM THE FIELD

Whenever conditions arise on a field which seriously endanger the lives of missionaries or their families, it is the desire of the Society that each missionary prayerfully consider what to do in full consultation with national church leaders. In times of extreme danger, the missionaries have the consent of the Society to leave the field for a place of safety if they and national leaders feel this is the Lord's will for them. Likewise, missionaries who feel clearly led of the Lord to remain on the field may do so, unless the Norcross office otherwise instructs them. Those who feel led to stay must not be critical of those who feel led to leave. Neither should those who feel led to leave criticize those who stay. If evacuation is deemed necessary, missionaries should go first to a nearby safe country if possible rather than return to

their country of origin. The Society must be kept informed of conditions and the whereabouts of missionaries. [See Exhibit 3:4, CONTINGENCY PREPARATION]

3.10 GETTING READY FOR HOME MINISTRY (FURLOUGH)

We want to help you share your story and raise support while you are home on furlough. You will keep your own schedule and make all decisions about speaking engagements. Please direct updated schedules to the Itineration Coordinator by phone, fax, or email so she can inform a church of when you may be available as she helps that church contact you. Check with *your regional coordinator* in Norcross for clarification concerning time designated for furlough.

It is important to carefully plan for your return to the States. Please use this timetable. It will allow you to use your time efficiently as well as providing essential information we need to help you.

3.10.1 SIX MONTHS AHEAD OF DEPARTURE

1. Notifying Regional Coordinator – You should inform your Regional Coordinator as soon as you have determined a date for your return. Even if you don't have a confirmed date with an airline, at least let him know that you plan to return around a certain date. It is recommended that you arrange to travel through Atlanta in order to complete your debriefing before proceeding to your home.
2. Debriefing - Contact the Missionary Care Coordinator to schedule your debriefing at the home office. (If this cannot be done on your way home, please schedule a visit to the home office as soon as possible following your return.) If your visit to Norcross for debrief is your first stop upon returning to the U.S., plan to spend a full day and night recovering from jetlag before your debrief. Your Regional Coordinator will need your complete itinerary. Keep her informed of any changes.
3. Prayer Cards - Send a new photo of your family and an updated ministry statement to the Itineration Coordinator for your new prayer cards.
4. Building An Itinerary - Prioritize your top supporting churches and communicate your furlough plans and speaking availability just to them at this time, allowing them first choice of dates.

3.10.2 THREE MONTHS AHEAD OF DEPARTURE

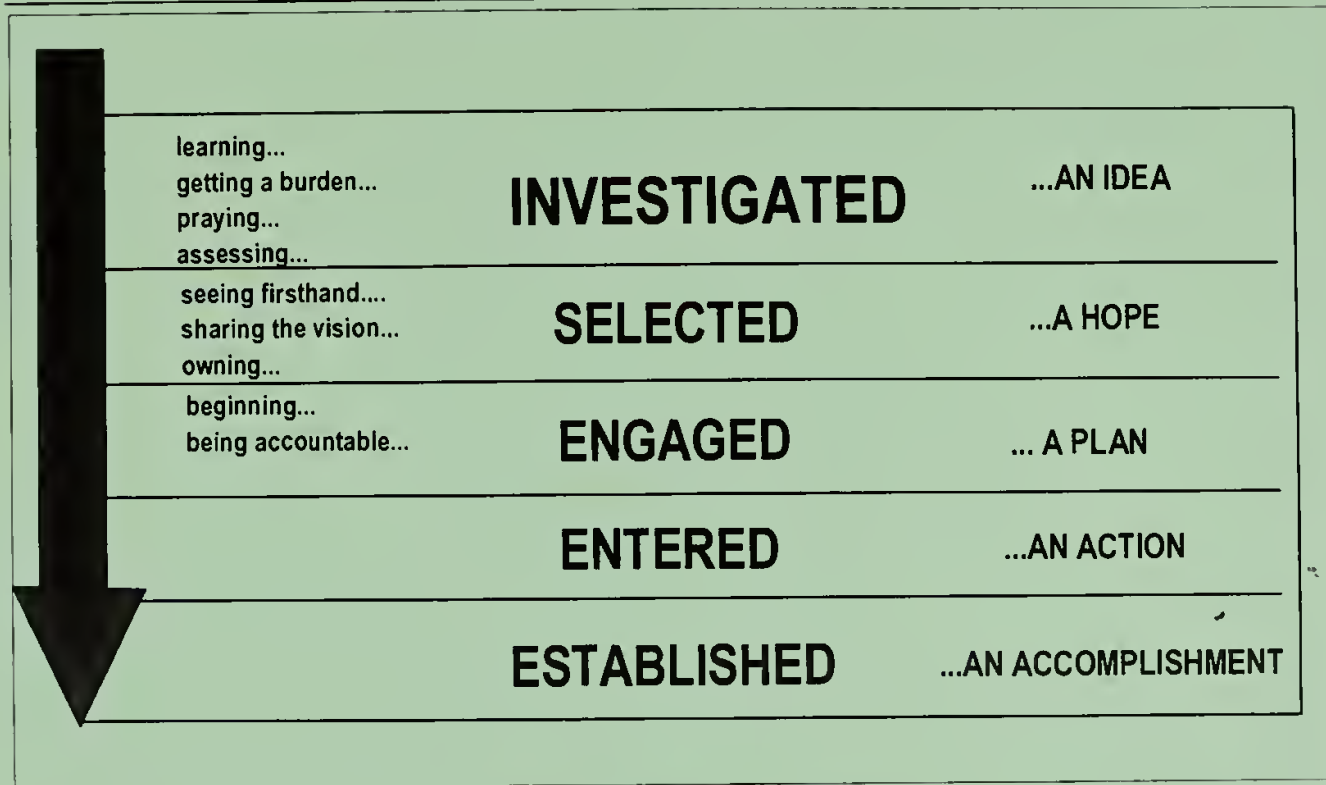
1. Communication With Support Team - Send a prayer letter to your entire constituency sharing your return date to the States, availability for meetings, and travel plans.
2. Coordination With Home Office - Be sure to inform the Itineration Coordinator of speaking dates you have accepted. (S)He will need to know the best way to communicate with you on the field. If you have a stateside contact, please give her that information. (You keep your calendar; we help connect you to churches making inquiries.)

3.10.3 UPON ARRIVAL:

1. Plan to spend one day at the Simpsonwood Retreat and then debrief the next day with staff members in Norcross, GA. (Debriefings are conducted by the Missionary Care Coordinator and your Regional Coordinator.)

CHAPTER 3 - EXHIBIT 1

**A SCALE OF DEVELOPMENT FOR OPENING
NEW FIELDS OF MINISTRY**



Category I - Investigated Ministry

DEFINED: Vice President for Mission Ministries (VPMM) and Regional Coordinator (RC) researches a people group for the purpose of presenting new information to the Board. Initiative for such an investigation might begin with the Board, the Society administration, an applicant, the policy committee or VPMM or RC.
BOARD ACTION: none needed to approve investigation.

Initial factors to be considered:

- *Need factors (10-40 Window, reachedness, etc.)*
- *"Likelihood of success" factors (readiness, felt needs)*
- *Resource factors (personnel and other kinds)*
- *Denominational factors (Methodist presence, invitation by Bishop)*

Category II - Selected Ministry

DEFINED: A group identified by the Board as a potential field to which short-term appointments can be made. Such appointments would be for the purpose of an on-site determination of the long-term potential for ministry, and narrowing of the target people.
BOARD ACTION: Needs Board approval to move to this stage.
VPMM and RC: Determines possible strategies for ministry and develops a plan for entry.
DIRECTOR OF MISSIONARY PERSONNEL (DMP): Advertises the interest and actively seeks interested persons to apply.

Manual For Missionaries

THE TASK FROM NEHEMIAH: LEARN about a need from first hand witnesses
Ask enough questions to understand the circumstances without any value judgments (Neh. 1.1-3).

THE TASK FROM NEHEMIAH: BURDEN 1:4 "When I heard these things, I sat down and wept . . ."
This is more than pity. There should be some inner response to leadership persons that something must be done.

THE TASK FROM NEHEMIAH: PRAYER . . . 1.5ff: ". . . prayed . . ."
There should be some kind of regular prayer for new options and opportunities. Our burden should increase with prayer rather than decrease. If it does not continue to increase, it should be placed in a "wait" file.

THE TASK FROM NEHEMIAH: ASSESS RESOURCES went to the king . . .
This does not represent final approval to act on a project proposal, but it is doing your homework into what it would take and require to do to the next step in your development of a field. It is like sending in the short-term missionaries who would come back and report.

Category III - Engaged Ministry

DEFINED: Engagement takes place when the first appointed person arrives on the field either for survey work, language and cultural study or residence among the target people.

BOARD ACTION: Appointment of a missionary affects the change from Category 2 to Category 3.

VPMM and RC: Engagement strategy finalized in consultation with Field Committee.

DMP: Short-term, preliminary assignments finalized, and personnel sent to the field.

THE TASK FROM NEHEMIAH: ON SITE VISIT . . . (2.11ff) ". . . I went to Jerusalem . . ."
This would involve some staff person doing an on-site visit asking a lot of questions of the people there.

THE TASK FROM NEHEMIAH: SHARING THE VISION WITH LOCAL PEOPLE . . . 2.17ff
This should take on more than the white "Bwana" telling the natives what they should do . . . but it should include what we have felt through prayer, through on-site visit, and information gathering . . . and now a vision of what God could do if they want to commit themselves to it. As for our commitment, Nehemiah put the personal responsibility on them to choose if they wanted to do something. Also, he was committed to remaining with them and making a personal investment.

THE TASK FROM NEHEMIAH: KEEPING IT LOCAL ". . . Everyone built across from their own house."
They have to be convinced that if they do not fulfill their promise that they will be directly affected.

THE TASK FROM NEHEMIAH: GETTING STARTED REAL SOON . . . 2.18: "Let us start rebuilding. So they began this good work." Too long a delay will dim the enthusiasm. No promises should be made without some sense that we can deliver what we say. At the time, it must be communicated clearly that "THE GOD OF HEAVEN WILL GIVE US SUCCESS" (2.20). The MSUM must be willing to walk with (God in the process. There) will not be ironclad guarantees on all parts. Always ask, "Where do we see God supplying?"

Category IV - Entered Ministry

DEFINED: Category 4 is a field of service where long-term ministry is judged to be desirable and career personnel are appointed.

PURPOSE: The purpose of entry and all the preceding steps is to establish the Body of Christ - the Church. That is begun through the planting of churches. The goal of entry then is church planting, or the assembling together of believers for fellowship, nurture, growth and multiplication of ministry.

BOARD ACTION: Appointment of career missionary personnel effects the change from 3 to 4.

THE MISSION SOCIETY FOR UNITED METHODISTS

DMP: Properly approved and funded career missionaries are in place. Target ministry well defined. Short-term personnel may be reappointed as career or other persons found.

RC: Normal supervision and reporting in place.

Category V - An Established Ministry

The fundamental goals of an established ministry among an unreached people group do not differ whether the field of work is within the context of an already established denomination or in a field where no church exists. However, the freedom to pursue these goals will be greatly influenced by an already established church. Such a church may desire growth, indigenusness and autonomy but define them in different terms or degrees. These goals can be summarized as follows:

1. It must be an expanding church.

All ministries, beginning with the earliest contacts, should nurture the concept that the church is a living organism that naturally grows. The multiplication of believers and churches is a normal process. New believers must be taught to accept responsibility for their neighbors, neighboring people groups and ultimately, the world.

2. It must be an indigenous church.

The greatest care is needed to avoid all avoidable infiltration of Western culture that is not scripturally established. Communication forms and styles, including music and preaching methods, need to be as natural to the target people as the missionary is capable of using. (An unresolved issue: There is a wide continuum of indigenusness, including clothing styles, food customs, hygiene habits, etc. There is no reliable norm or pattern in many of these areas for the missionary to follow.) The extent to which theology and church government can be contextual is also beyond the scope of this simple outlining document.

3. It must be an autonomous church.

Dependency is the enemy of a responsible, growing church. Any planted church must be "their church" rather than "our church." Only when ownership is felt strongly will initiative, responsibility and all the other such values that we desire be possible.

The identification and development of natural leaders from the beginning is essential. The older concept of "turning over" is not proven effective. By the time "turning over" is desired, or forced as is often the case, irreparable damage to autonomy is already done. Counsel is always appropriate when asked and sometimes when not asked for, but the goal is mature persons, strong in the Lord, and gifted by the Spirit for ministry.

4. It must be a trained church.

The model of leadership training must be consonant with the culture, economy and level of development of the community involved.

For example, in rural Africa leadership training should be as nonresidential and non-career oriented as possible. Until such time as developing nations are capable of supporting a career ministry, the church in the third world will remain heavily dependent on lay ministry and part-time ministry. Much of the time leadership training in the church has been a vehicle for upward mobility rather than spiritual ministry. On the other hand, in urban Japan some of the above concepts would be totally inappropriate.

In all cases, the identification, affirmation and equipping of persons who are God called to Christian ministry are the goals.

THE TASK FROM NEHEMIAH: ONGOING ACCOUNTABILITY

Nehemiah had to rebuke the leadership later, but he could do it from the position of having sacrificed with them. The question should be asked how we could continue to work alongside of each other, with the responsibility to question and challenge each other.

ENTRY ACTION GRID

STAGE	BOARD ACTION	FIELD MINISTRIES ACTION	PERSONNEL ACTION
INVESTIGATION	Consult	Research	Consult
SELECTION	Approval to move	Determine strategy and develop plan for entry	Seek persons to apply
ENGAGEMENT	Appoints missionary or team	Engagement plan finalized	Short-term assignments finalized and begun
ENTRY	Appoints career missionary or team	Normal supervision and monitoring in place	Career missionaries in place

CHAPTER 3 - EXHIBIT 4

**CONTINGENCY PLANNING FOR
MISSIONARY FAMILIES ON THE FIELD**

Planning for emergencies should be carried out by every family and individual, regardless of how safe a particular field may seem to be. Emergencies can take many forms: political uprisings, environmental disasters, lawlessness, natural disasters, etc. Certain types of preparation can be useful in any emergency.

CONTINGENCY BASICS

- Each Field must develop and be prepared to execute a Field Contingency Plan.
- Each missionary and family member must register with the US Embassy in their country.
- Each missionary family must appoint a relative or other close friend who can respond to any emergency.
- The appointed person will be the contact for the rest of the family so that numerous relatives will not be calling the Society for information.
- Each missionary should fully understand the policies of the Society for dealing with emergencies.
- Parents should discuss possible responses to emergencies with all members of the family and develop a plan of response. Where a field is organized with field officers, a field plan should be developed. Avoid any excessive preoccupation with terrorism.

FAMILY INFORMATION FILE

Prior to departure for the field each family unit must submit to the Office of Field Ministries, and put into the hands of the designated responsible person named above, an Emergency Information File containing the following:

- Emergency Information
 1. Current medical reports and information
 2. Current photographs
 3. A current will and testament
 4. Specific burial instructions with notarized signatures
 5. Photocopy of each family member's passport
 6. Photocopies of birth, marriage, adoption, or naturalization certificates.
 7. A signed, notarized statement of instructions for the care and custody of children.
- Financial Information

You may wish to assign Power of Attorney for a family member or close friend, leaving with that person the following:

1. Bank account records
2. Credit card records
3. Billing dates and addresses for all recurring expenses.
4. Copies of deeds, mortgages, loans, contracts, etc.

EMERGENCY EXIT CHECKLIST

In case of the need for rapid exit from your host country, the following would be helpful to have on hand at all times:

- A supply of cash (several hundred dollars)
- A full reserve can of gasoline
- A credit card valid in a neighboring country
- An emergency kit: blanket, matches, candy or crackers, water, first aide items, etc.
- Passports and other travel needed documents
- A decision about where to go, and what route to use to get there
- A decision on how and where separated member of the family would meet
- A plan on how to dispose of or protect mission and family assets

POLICY FOR CONTINGENCY / EMERGENCY PLANNING

In the event that a Mission Society missionary is taken hostage, the following policies and procedures will be implemented by the Society.

I. NEGOTIATION

It is the policy of the Mission Society for United Methodists to arrange for good faith negotiation with terrorists or other hostage takers. Negotiation does not mean concession.

II. RANSOM

It is not the policy of the Mission Society for United Methodists to pay ransom for missionaries or to yield to non-monetary demands.

III. MOVEMENT OF FAMILY MEMBERS

The family of a hostage may be removed to a place of safety within five days for the following reasons:

- For the further safety of the rest of the family
- For the peace of mind for the one held hostage
- To remove complications for the negotiator (s)

IV. COMMUNICATION

The Society will provide liaison with relatives at home through the Vice President for Mission Ministries or the appropriate Regional Coordinator. The office of the President of the Society will contact the media when appropriate, and direct the flow of information.

V. ORGANIZATIONAL RESPONSE

The Society will respond to a crisis by setting up a crisis management team and identifying negotiators and security consultants if needed. The Vice President for Mission Ministries or Regional Coordinator

may travel to the scene or a site nearest the scene if it is deemed necessary by the crisis management team.

V. POST-INCIDENT ISSUES

Attention is needed following an emergency incident to accomplish the following:

- reduce stress for all family members;
- provide for adequate counseling and / or therapy resources for persons with continuing trauma; and
- review and evaluate actions taken and their consequences.

4. COMPENSATION PLAN

4.01 ESSENTIALS OF MISSIONARY COMPENSATION PLAN

4.01.1 MINISTRY ACCOUNTS

4.01.2 ADMINSTRATIVE FEES

4.01.2.1 COMPENSATION MANAGED BY MSUM

4.01.2.2 COMPENSATION MANAGED BY PARTNER AGENCY

4.02 SALARY

4.02.1 BASE SALARY

4.02.2 ADJUSTMENT FOR AGE AND MARITAL STATUS

4.02.3 COMPENSATION FOR CHILDREN

4.02.3.1 CHILD ALLOWANCE

4.02.3.2 EDUCATION SAVINGS PLAN

4.02.3.3 CESSATION OF COMPENSATION FOR CHILDREN BY MARRIAGE

4.02.4 COST-OF-LIVING ADJUSTMENT

4.03 HOUSING ALLOWANCE

4.04 SOCIAL SECURITY

4.05 RETIREMENT FUND

4.06 HEALTH AND LIFE INSURANCE

4.06.1 HEALTH INSURANCE

4.06.1.1 COPAYMENT OF PERSONAL DEDUCTIBLE

4.06.2 LIFE INSURANCE BENEFITS

4.06.3 PLAN SPONSOR

4.06.4 GROUP BASIS

4.06.5 ELIGIBLE EMPLOYEES

4.06.6 ELIGIBLE DEPENDENTS

4.06.7 CONVERSION

EXHIBITS

4.1 MISSIONARY SUPPORT ACCOUNT DEFICITS POLICY

4. COMPENSATION PLAN

4.01 ESSENTIALS OF MISSIONARY COMPENSATION PLAN

This section describes the Compensation Plan that has been established by the Mission Society for United Methodists to cover its career missionaries. This plan is designed to provide an adequate support package for missionaries both while overseas and on furlough.

Because career missionaries must deal with long-term financial considerations for them and their families, the Society's philosophy of compensation for this group seeks to make adequate provision for the missionary's long-term financial well being.

The factors listed below are considered in the compensation plan:

- Establishment of a Base Salary
- Adjustment of the Base Salary for Age and Marital status
- A child allowance of 2.5% per dependent child
- A Cost-of-Living adjustment if one applies
- Housing for the missionary
- SECA (Self-employment tax)
- A retirement program
- Health and life insurance
- An Education Savings Plan for missionary children

The salary for married couples reflects the fact that both partners are considered "missionaries," and not just the husband or the wife. The fact that a missionary wife may have primary responsibility for home and children does not change this. There is no such thing as a "missionary's spouse."

Single missionaries receive a salary equal to 57% of a married couple in the same age bracket.

Short-term missionaries (those who serve less than a full 4- or 5-year term) receive a reduced compensation package. The items not included are the child allowance, the children's education savings plan, and the retirement program. Additionally, the base salary for short-term missionaries is determined by the actual cost of living in the host country, and does not reflect an attempt to provide for the missionary's long-term financial security.

Missionary salaries are paid on a monthly basis on the 15th of the month or the last working day prior to the 15th.

Each of the items listed above are dealt with in detail on the following pages and as such form the core of the Mission Society's missionary compensation plan.

4.01.1 MINISTRY ACCOUNTS

All missionary compensation and ministry expenses are funded out of the missionary's ministry account or related accounts, such as a special vehicle account. Funds in these accounts come entirely from designated gifts that the missionary has raised, or that has been raised on his/her behalf.

4.01.2 ADMINSTRATIVE FEES

4.01.2.1 COMPENSATION MANAGED BY MSUM

Regular missionary support accounts (i.e. not including special missionary project accounts, such as a vehicle account) are subject to a 15% administrative fee. The administrative fees are deducted from gifts as they are received by the Society. This includes those seconded missionaries whose personal compensation is managed by the Mission Society.

4.01.2.2 COMPENSATION MANAGED BY PARTNER AGENCY

Gifts for the support of seconded missionaries ministry accounts are assessed only a 7.5% administrative fee in those cases where the Society transfers to the partner agency the seconded missionary's funds.

4.02 SALARY

4.02.1 BASE SALARY

The Base Salary for missionaries has been set at the Denominational Average Compensation (DAC) for pastors' salaries of the United Methodist Church, which amounts to \$30,854 per year based on 1999 figures. The base is adjusted for age and marital status when calculating missionaries' compensation. An annual adjustment is made to reflect changes in the DAC.

4.02.2 ADJUSTMENT FOR AGE AND MARITAL STATUS

Once the Base Salary (100% in the table below) has been established it is adjusted for age and marital status. There is no question that the single person requires less to live on than a couple or family, so this adjustment comes rather easily. The one for age is usually somewhat more difficult to accept. However, this factor takes into consideration the theory that persons just out of college with little or no experience are not as valuable to the work as those with years of experience.

This theory assumes that experience comes automatically with age, although this point may be debatable. Also, since more older persons are being recruited for specialized jobs on the Mission field due to their experience, it would seem only natural that they are to be paid accordingly and not have to consider the lower salary of the novice.

In making the adjustment for age, in the case of a couple, the age of the older spouse is used to determine the adjusted base salary. The percentages are shown below.

<u>Age</u>	<u>Couple</u>	<u>Single Person</u>
31 or younger	90%	51%
32-36	100% *	57%
37-41	110%	63%
42-46	115%	69%
47 and older	120%	72%

* Base Salary

4.02.3 COMPENSATION FOR CHILDREN

4.02.3.1 CHILD ALLOWANCE

A child allowance of 2.5% of the adjusted base salary per child will be provided for each dependent child. Dependent in this case is defined as:

- Under 18 or still in high school; or
- Enrolled in college but not older than 21.

The primary purpose for the child allowance is to fund the missionaries' portion of their children's education savings plan.

4.02.3.2 EDUCATION SAVINGS PLAN

The education of missionary children is a complex subject in which many facets have to be considered. The main problem is how to pay the bills when it comes time for the children to go to college.

To address this issue, a voluntary* Education Savings Plan has been established. For participating missionary families, a 2% salary deduction is made for each child in the family under the age of 18 (or who is currently enrolled in college). An additional or matching amount of 2% is contributed by the Society to the Plan out of the missionary's ministry account. (This amount is treated as additional compensation for tax purposes.) Interest allocated to the participant's account will be reported as income in the year earned.

(* An Education Savings Plan will be established for every missionary with minor children unless a missionary chooses not to participate in such a plan.)

Education Savings Plan funds are invested in funds chosen by the missionary from plans available through the Society.

When the child starts to college or some other form of post high school education, education funds may be requested from those available to the missionary family.

The education savings plan is designed to supplement the costs of higher education for a missionary child, but is not intended to fully fund all costs of higher education. Therefore, the maximum amount available will be the total amount accumulated in the fund, without respect to the age of the child when the parents became missionaries with the Society.

There will be cases where the missionary child does not wish to go to college and in such cases the education funds will be released to the parents upon request. In all cases the contribution by the missionaries and the Society plus the earnings belong solely to the parent or parents.

There will be cases where the missionary couple withdraws from service and in such cases the education funds will be released to the couple at their discretion.

There will be times when a missionary couple would like to leave the work for personal reasons but are unable to do so because of their financial situation. With the education fund in effect they are able to build up a nest egg either for their children's education or to help them get started in a new environment. Thus, it is highly advisable to create such a fund.

402.3.3 CESSATION OF COMPENSATION FOR CHILDREN BY MARRIAGE

(Approved by Board of Directors, October 2000)

In the event that a dependant child (see Sect. 4.02.3.1) of a missionary becomes married, the fact that a new family has been formed causes certain benefits as a dependant child of a missionary to cease. Such discontinued benefits include the child allowance compensation for that child and the participation of that child in the missionary health insurance plan. The missionary may elect to continue to participate in the educational savings plan on behalf of the married child until that married child is no longer eligible as stated in Sect. 4.02.3.2. If necessary, the missionary may use funds from his / her ministry account to pay for travel for the married child to return to the U.S.

4.02.4 COST-OF-LIVING ADJUSTMENT

Missionaries serving in countries where the cost of living is less than the U.S. continue to receive a full salary based on U.S. rates. Missionaries serving in countries where the cost of living (not including housing, since that is paid in full out of missionary accounts as a ministry expense) may

receive a Cost-of-Living Adjustment to assist with this financial burden. The actual amount of the Cost-of-Living Adjustment will be set by the Society in consultation with the Field and the missionary.

4.03 HOUSING ALLOWANCE

Housing is furnished to the missionary free of charge. It may be in the form of a Field Ministry owned residence in some locations and a rented house or apartment in others. Housing costs are paid for out of each missionary's ministry account as a ministry expense.

Housing includes not only living quarters but also basic furnishings [See Section 3.04.4.1] and utilities.

In all cases the cost of housing or (in the case of free housing) the actual housing value is added to the missionary's salary for Social Security purposes. This sum is not subject to income tax, but only to Social Security (SECA).

4.04 SOCIAL SECURITY

All missionaries, as commissioned religious workers, shall be treated as self-employed for income tax purposes. (Clergy have always been in this situation.) As a result, missionaries are responsible for paying self-employment tax (SECA). The 1999 rate is 15.3 %. Income and actual housing costs are subject to SECA. However, the Society will reimburse missionaries one-half of their SECA out of their ministry accounts.

The following items of missionary compensation and expenses are subject to SECA:

- Salary and child allowance
- Outfit allowance
- Housing allowance
- Education savings fund
- Travel to the field

The self-employment rate will be the one in effect at the time salary calculations are made.

In these days there is considerable controversy as to whether the salary of a couple should be paid in the name of the husband or divided equally between husband and wife. There are pros and cons for both viewpoints. In the case of Social Security, the selection of one method over the other could make quite a difference in the ultimate benefits received. They should be studied carefully before selecting one type of salary payment over the other.

4.05 RETIREMENT FUND

Career missionaries are eligible to participate in the Mission Society's missionary retirement program. The program is a 403-B annuity that is funded on the basis of matching contributions. The missionary contributes 6% of the Base Salary (on a monthly basis), and the Society matches that with an additional contribution from the missionary's ministry fund. Missionaries are fully vested as soon as they begin making contributions to the fund.

Missionaries maintain control of their own 403-B fund, and may select from multiple investment options when determining how their funds are to be invested. A current listing of available funds is available from the Society's finance department. Missionaries may adjust their investment strategy as the fund guidelines dictate.

Clergy missionaries who are serving under a special appointment by their bishops and are therefore eligible for continued participation in the Ministerial Pension Plan (MPP) of the General Board of Pensions may elect to remain in that program rather than participating in the Society's. However, the Society will only fund an amount equal to 6% of the missionary's Base Salary. Any remainder will be funded by the missionary as a salary deduction.

4.06 HEALTH AND LIFE INSURANCE

4.06.1 HEALTH INSURANCE

Missionaries shall participate in the Society's medical insurance program. One half the cost of the insurance shall be deducted from the missionaries' salaries; the other half shall be paid out of the missionaries' ministry account.

A "Summary Plan Description" is available in the Society's office. A booklet outlining coverage will be provided each plan participant at the time of enrollment.

In order to hold premiums to a minimum, the Society has elected a \$1,500 deductible. However, missionaries may self-insure any covered medical expenses in excess of \$500 out of his/her ministry account.

4.06.1.1 COPAYMENT OF PERSONAL DEDUCTIBLE

(Revision Date: 3-31-1999)

In order to lower the cost of health insurance, the Society has elected a relatively higher personal deductible for missionaries. (See your "Summary Plan Description" for details.) For missionaries on the "Overseas" rate (which includes persons home on furlough between terms, provided that furlough has not exceeded one year), this is \$1,000 per person with a maximum deductible of \$2,000 per family. For missionaries on the "U.S." rate (which includes new missionaries who have not yet gone to the field or furloughed missionaries who have been in the U.S. longer than one year), this is \$2,000 per person with a maximum deductible of \$5,000 per family.

However, to lower the out-of-pocket cost to missionaries, the Society will "self-insure" the personal deductible for any amount in excess of \$500 per person or a family maximum of \$1,000. Missionaries exceeding these limits may be reimbursed by submitting receipts for medical expenses and the related insurance statements.

Note: It is imperative that all insurable medical claims be submitted by the missionary to the insurance company in order to establish that a claim counts toward the insured's personal deductible.

4.06.2 LIFE INSURANCE BENEFITS

Included in the major medical premiums at no additional cost are life insurance benefits for both employees and dependents as outlined below:

- \$25,000 for each single missionary or husband
- \$10,000 for each dependent spouse (For this purpose a missionary wife is a dependent.)
(After age 65, life insurance benefits are 65% of regular benefits.)
- \$5,000 for each child six months to 21 years of age

4.06.3 PLAN SPONSOR

International Medical Group
407 N. Fulton Street
Indianapolis, IN 46202

The Missionary Health Program is an employee welfare benefit plan subject to the reporting and disclosure requirements of the Employee Retirement Income Security Act of 1974 (ERISA). The Administrative Committee of the plan is responsible for filing with the Department of Labor and preparing the Summary Annual Report and Summary Plan Description for plan participants.

4.06.4 GROUP BASIS

The benefits are available only on a group basis in order to keep the monthly premium to a minimum.

4.06.5 ELIGIBLE EMPLOYEES

Employees may be excluded on the basis of an ineligible category of employment as defined by the Society, such as those who work in specified countries, or part-time employees. Coverage may not be granted or denied on any individual basis, such as age or need for insurance coverage.

Coverage for new missionaries begins at the time of employment (i.e. when benefits begin to be paid by the Society). Missionary appointees should make other arrangements for health insurance prior to the commencement of benefits from the Society, and should consult with their Regional Coordinator regarding the commencement of health insurance coverage with the Society.

4.06.6 ELIGIBLE DEPENDENTS

Spouses, and children under 23 (26 if full-time student) who are single, not employed on a regular and full-time basis, and dependent upon parents for support are insured for an employee for whom the "family" premium rates are paid. Life insurance coverage for dependent children ends at age 21 (26 if full-time student).

Married missionaries who have no dependent children may be insured as single employees, resulting in lower premium payments. However, if the wife becomes pregnant, her coverage must be changed to dependent status under her husband's coverage as soon as she becomes pregnant. It is necessary for the coverage to be switched to "family" at the time of conception (recognizing, of course, the usual delay in ascertaining the date of conception) so that the baby's charges can be covered at birth. No baby's expenses can be considered under "single" coverage.

4.06.7 CONVERSION

Current law provides that the "insured" shall have the right to continue coverage for 18 months after leaving the employment of the Society. Such coverage is provided under COBRA provisions. You should check with the Society's insurance office once leaving the Society's employment to obtain such continued coverage.

CHAPTER 4 - EXHIBIT 1

POLICY - MISSIONARY SUPPORT ACCOUNT DEFICITS

1. All missionary support levels shall be carefully monitored on a monthly basis the CFO. It shall be his/her responsibility to inform the Regional Coordinator, who shall initiate corrective measures in the event that a missionary's support account is in arrears.
2. If a missionary support account falls into a deficit position, the Regional Coordinator will immediately notify that missionary. A deficit shall be defined as insufficient support funds to pay for the monthly support obligations, including compensation and ministry expenses. The missionary will be responsible to take steps immediately to generate sufficient additional funds to bring his/her account back to a positive balance, utilizing such means as sharing the need through newsletter and personal correspondence.
3. The missionary will nevertheless continue to receive his/her full salary, with the unfunded portion being paid for out of the restricted fund cash account. However, it remains the responsibility of the missionary to raise sufficient funds to clear his/her account deficit.
4. Should that missionary's deficit grow to a sum equaling two month's unadjusted base salary*, (s)he will be notified by the Regional Coordinator and shall immediately contact potential donors, including supporters and prayer partners, indicating the need and informing them that if deficit is not covered (s)he may be required to return to U.S. for a period of special itineration for the purpose of raising the needed funds.

In addition, the Regional Coordinator shall also:

- write a general letter to the missionary's supporters to inform them of the need and solicit their help;
- write a personal letter to the missionary's major supporting churches to solicit their assistance; and
- call by phone the missionary's top ten major donors to invite their assistance.

*Unadjusted base salary refers strictly to personal salary before cost of living or other adjustments, and does not include housing costs, children's education expenses, etc.

5. Monthly ministry expense funds which are normally paid out of the missionary's support account will not be paid when there is a deficit in the missionary's account at or exceeding the level defined in #4.
6. If, in spite of these efforts, the missionary's support account deficit comes to exceed a sum equaling three months' unadjusted base salary, (s)he may be required by Society to return home to raise additional funds. The Vice President for Mission Ministries will make any such in consultation with the Regional Coordinator and the CFO.
7. One factor that will be taken into consideration in making this decision is the length of time before the missionary's next regularly scheduled furlough.
8. At no time shall more than twenty percent (20%) of the total restricted fund reserves be used to cover missionary support account deficits. If that percentage is reached, then deficits shall be covered out of unrestricted contingency funds; and if such funds are not available, then the provisions of #4 will immediately be implemented.

RELATED POLICIES

1. The Missionary Preparation Department will work with each missionary on the field, and those raising support, to identify a "support monitor." This person, not a member of MSUM staff, would be someone in the U.S. who would assume responsibility for helping to keep the support level of the missionary up to par while the missionary is on the field. It could be a pastor, layperson or trusted friend who could step in and help raise any support needed. The role of this person would be to supplement the responsibility the missionary has and the responsibility the Society takes, not substitute for it.
2. Funds received by the Mission Society which are restricted to "missionary support" but not designated for a particular missionary shall be placed in a special "Missionary Emergency Fund" which shall be used on an interim basis to assist missionaries whose accounts are in a deficit position. Nevertheless, deficit funds shall still be replaced. This fund shall be administered by the Vice President for Mission Ministries in consultation with the Regional Coordinator and the CFO. They shall establish guidelines for the disbursement of these funds.

5. PERSONAL AFFAIRS

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5. PERSONAL AFFAIRS

5.01 PERSONAL BUSINESS

Missionaries are expected to handle personal business matters of their own, except in situations where laws of the country of residence or very special circumstances make it imperative that the Society provides assistance.

5.02 NON-MISSION SOCIETY EMPLOYMENT

After consulting with and receiving permission from the Regional Coordinator, a missionary on home assignment may have gainful employment and retain the income for personal use, provided that (s)he not be unduly prevented from participating in such home ministry assignments as are necessary to maintain good relationships with supporters and adequately prepare for a return to the field.

While on the field, however, the following guidelines shall be observed.

5.02.1 PERMISSION FOR EMPLOYMENT ON THE FIELD

Requests for permission to be gainfully employed must be submitted to Regional Coordinator and will be decided based on the potential of the proposed work to meet the Society's objectives on the Field.

5.02.2 DISPOSITION OF EMPLOYMENT INCOME

No income realized from authorized work while on the field shall be retained by the missionary for personal gain. Rather, it shall be submitted to his/her Ministry Account.

5.03 FINANCIAL INVOLVEMENT

Experience indicates that the purchase of overseas securities may result in financial loss on the part of the missionary, particularly in the areas of unforeseen political turmoil. Therefore, it is recommended that the missionary not be involved in such activities. Unseemly litigation that centers on this involvement may also bring discredit upon the church in which the missionary serves.

5.04 TAX RETURNS

Sample tax forms are available to help in filling out U.S. Tax returns but filling them out and sending them in to the U.S. Internal Revenue Service is the responsibility of the missionary.

It is necessary for the missionary to file an income tax return for the United States (as an American citizen) while living overseas, even though no taxes apart from Self-Employment may be due.

It is not feasible to record the various regulations applying to personal exemptions, deductions or other general provisions of the U.S. Income Tax laws. The necessary forms for filing tax returns can be obtained from any District Director of Internal Revenue Service in the United States or personnel in the U.S. embassies or consulates abroad.

District offices in the United States and U.S. embassies and consulates abroad do not have on file the special rulings and interpretations given to the missionaries of the Mission Society. Therefore, any instructions or information received from them which seems to be contrary to instructions provided by the Society's Norcross office should be referred back to Norcross for clarification. Publication No. 54 Tax Guide for U.S. Citizens Abroad, is a helpful booklet and may be secured from an Internal Revenue office or from U.S. embassies or consulates abroad. When special problems arise, the Society's CFO will give assistance whenever possible. Additional information and forms may be available to the missionary from the IRS's web site on the Internet.

5.04.1 WHO MUST FILE

Each missionary at home and abroad, whether or not his/her income is taxable, must file an Income Tax Return for each year (Form 1040). It is suggested that married couples file a joint return. A missionary who is not a citizen of the United States is not subject to this requirement, but when in the United States on U.S. assignment, should clear his/her tax status with the Director of Internal Revenue Service.

5.04.2 FORM 2555

A statement to support exclusion of income abroad should be completed and attached to income tax return Form 1040 as evidence of excluding income earned abroad due to establishing a bona fide residence in a foreign country (or countries) for at least one taxable year (January 1 through December 31), or being present in a foreign country (or countries) for 510 days during a period of 18 consecutive months.

If all the Missionary's income is excluded for tax purposes, he/she needs only to complete Form 2555 and the name, address, signature, the amount of Social Security tax and any estimated tax paid on Form 1040, and make the proper reference on Schedule SE in order to receive credit for the Social Security taxes being paid and complete the Form 90-22.1, Filing Information Relating to Foreign Bank Accounts.

Even though Social Security for Clergy (which is a very important part of the Society's compensation plan) may be exempted by choice of the individual clergy, it is still necessary by law to report the housing allowance as income. Taxes will not be paid on the housing allowance but it must be reported as part of the missionary's income.

Legislation enacted in 1978 makes comprehensive changes to the rules governing the method of taxing income earned outside of the United States. The foreign source earned income exemption is replaced by an exclusion of income earned in a hardship area camp or a deduction for excess foreign living costs.

5.04.3 WHERE TO FILE

This is dependent on your state of residence, and can be found by consulting your tax forms.

5.04.4 WHEN TO FILE

The date for filing returns is April 15th following the close of the calendar year. Missionaries residing overseas may file a timely return until June 15th. However, interest is charged from April 15th until the return is actually filed if there is a tax to be paid. After June 15th the return is subject not only to interest, but also to a penalty up to 25% for late filing.

It is the responsibility of the missionary to obtain current information regarding income tax filing regulations. The missionary needs to check with the latest data available from the IRS offices in his/her hometown.

5.04.5 MISSIONARIES ON THE FIELD PRIOR TO JANUARY 1 OF A TAXABLE YEAR

The salaries and allowance of bona fide residents of a foreign country are considered taxable income. Since missionaries are considered self-employed religious workers, gross income, for income tax purposes, does not include the rental value of a house (contrary to the previous law) furnished to him/her as a part of his/her compensation or a rent allowance paid to him/her as part of his/her compensation, to the extent used by him/her to rent or provide a home. Also, social security allowance and foreign tax reimbursements are part of gross income.

Income from the practice of one's profession from sources within the United States is taxable and must be reported along with interest, dividends, honorariums, and other income. The regular

personal exemptions and standard deductions or itemized deductions can be applied against this income along with any of the special allowances available for bona fide foreign residents.

5.04.6 MISSIONARIES ARRIVING ON THE FIELD ON OR AFTER JANUARY 1 OF THE TAXABLE YEAR

Newly commissioned missionaries going to the field for the first time are liable for income tax for the entire calendar year in which they leave. In addition to salary and allowances, the outfit allowances constitute taxable income for the year in which they are commissioned, regardless of when it is drawn or used. In subsequent years the Mission Society income may be eligible for special exclusion or deduction due to the provisions for earned income abroad if the missionary (1) remains abroad a full taxable year (January 1 through December 31), or (2) remains on the field at least 510 days during a period of 18 consecutive months.

If a missionary expects to qualify for exemption of income in either of these cases on a date more than 2 months after April 15th (due date for filing) and he expects to receive a refund or owes no tax because of such future exemptions, he should obtain an extension of time for filing his/her income tax return. Form 2350 must be filed in duplicate before the date due for filing his/her return. If the missionary has a tax liability (even after qualifying for the exemption), it may be advisable for him/her to file January 15th, making payment of all expected taxes, since interest is charged on an unpaid tax liability from the regular due date to the date of the tax is actually paid.

When filing his/her return for the year in which he leaves for a foreign field, the missionary should enclose a letter to the Director of the Internal Revenue Service advising him/her that he is taking up residence abroad.

5.04.7 MISSIONARIES ON HOME ASSIGNMENT - TAXES

Missionaries on home assignment retain their status as foreign residents. However, the exclusion and special deduction for foreign residents is usually calculated on the basis of the number of days outside the United States. Therefore, the missionary needs to maintain complete records of allowable expenses and deductions during the home assignment period to minimize the amount of tax liability. The missionary on home assignment usually incurs some federal income tax.

5.04.8 REFUND ON TAXES PAID

Newly commissioned missionaries and those who were delayed and have to reestablish foreign residence status may recover taxes paid on that part of salary earned abroad after they have been on the field for an uninterrupted period which included an entire taxable year (January 1 through December 31), or, if during any period of 18 consecutive months they are present in a foreign country (or countries) during the last 510 full days of such a period. Upon meeting either of these requirements, the missionary may file an amended return or request refund of tax overpaid by filing Form 1040X. The outfit allowance is considered as compensation for services abroad and may be reported in claiming a refund for taxes paid on the same. The form 1040X or amended return should be accompanied by Form 2555.

5.05 MISSIONARIES ON HOME ASSIGNMENT

The term "Home Assignment" is taken to mean a leave (furlough) from the normal duties on the Field in order to provide a time of rest, recuperation, study and support development. Home Assignment is ministry. Missionaries remain full-time employees of the Society while on Home Assignment.

The normal home assignments period is one year.

5.05.1 MID-TERM HOME VISITS

Home assignments are not normally allowed in the middle of a field term, although missionaries may travel to their home country at their own expense during the one-month vacation period after securing authorization from the Society in Norcross.

The Society may in some instances adopt a four-year "on the field" term with a mini-furlough of two months scheduled at the two-year mark. This is not Home Ministry, however, but a special time of rest for missionaries who serve on fields of exceptional difficulty. The travel costs of this mid-term "mini furlough" may be charged to the missionary's Ministry Fund.

5.05.2 EXTENDED HOME ASSIGNMENT

After consulting with and receiving permission from the Regional Coordinator, home assignments may be extended beyond the normal length of time for studies, special health needs, family issues and other extenuating circumstances

5.06 ANNUAL VACATIONS

All missionaries are expected to take a one-month vacation each calendar year. This includes weekends that occur within the 30-day period. The entire 30 day vacation will be more beneficial if taken all at one time, though this may not always be possible due to the work schedule. However, it is advisable to take as many days as possible in each segment of the vacation. Accrued time cannot be carried over from one calendar year to the next.

5.07 PRESENTATION OF CLAIMS TO THE SOCIETY

Any claims for which the Society should repay the missionary such as travel, medical and life insurance claims, reimbursement, etc. should be presented by the 10th of the month following the prior month end. Bills dated prior to the previous calendar year will not be accepted.

5.08 DATING AND MARRIAGE

5.08.1 DATING POLICY

Many cultures do not practice "dating" such as is done in the United States. Considerable time is required before the new missionary can gain an adequate enough understanding his/her host culture to engage in appropriate relationships with members of the opposite sex. In addition, the amount of time a short-term missionary has on the field is short enough to warrant his/her forgoing dating relationships. Therefore, new missionaries may not date nationals during their first year on the field, and ST-1 missionaries (short-term, one year) may not date either nationals or other expatriates.

5.08.2 MARRIAGE OF A SINGLE MISSIONARY

Since husband and wife are both missionaries of the Society and neither party is approved without his/her spouse also being approved, a single man or woman serving under the Society is expected to consult with the Society when he/she plans to marry and desires to continue with the Society. If the fiancée is not a missionary of the Society, he/she should make application for missionary service through the Committee on Personnel. Marriage of a single missionary to a person who has not previously been approved by the Society as a missionary, or who is not in the process of securing approval, will result in the missionary being placed on Leave of Absence. (S)He may return to active service only after his/her partner has been accepted as a missionary.

5.08.3 MARRIAGE TO FOREIGN NATIONALS

If a missionary of one nationality is married to a national of another country and both are missionaries of the Society, the nationality of either does not automatically exclude the appointment of the couple to the country of his/her nationality.

Marriage of a single missionary to a national who has not previously been approved by the Society as a missionary, or who is not in the process of securing approval, will result in the missionary being placed on Leave of Absence. (S)He may return to active service only after his/her partner has been accepted as a missionary.

5.09 ADOPTION OF CHILDREN

Missionaries may adopt children who then become eligible for all benefits available to missionary children. The missionary should consult with the Society prior to adoption.

5.10 PASTORAL CARE

The missionary community should be a supportive one for all its members and whatever stresses and strains overseas service may involve, missionaries should always stand ready to assist their colleagues in a spirit of love and acceptance.

5.11 WILLS

Every missionary must prepare a Will, regardless of the extent of his/her estate, and submit a sealed copy to the Society before departing for the field. Special attention should be given by missionaries with children to give instructions regarding the future care and guardianship of their children in the event of the death of both missionaries.

5.12 EDUCATION

On fields where local schools are adequate, missionaries are encouraged to use them, especially for children entering in the lower grades. Some missionaries elect to home school their children. Still others send their children to boarding schools. Ultimately, however, the missionaries and not the Mission Society determine where and how their children will be educated.

5.12.1 CHILDREN IN PRIMARY SCHOOL

On the field where a child is in boarding school the missionary's Ministry Account pays the school expenses of the child except the costs involved in connection with courses in music, voice, speech, etc. These are personal expenses. Only necessary trips to and from school at the beginning and end of terms or in medical emergencies may be charged to the missionary's Ministry Account. Other trips are personal expenses.

On the field where the Field Ministry sponsors its own school, or where there is an approved school to which the child can go, the missionary's Ministry Account is not responsible for extra expenses incurred if the child is sent to another school. Tuition for a child on the field who lives at home while attending school, and also for the cost of correspondence courses in regular primary and high school, may be charged to the missionary's Ministry Account.

The expenses for kindergarten for a missionary child can be paid by the missionary's Ministry Account in those areas where kindergarten is a requirement for entering primary school.

The missionary's Ministry Account pays travel costs when it is essential for a child to use public transportation to and from school.

In the homeland since public schools are available, no school expenses may be charged to the missionary's Ministry Account except the cost of travel in cases where the use of public transportation to and from school is necessary. Exceptions for the cost of home school curriculum will be considered for missionary children who must home school while on the field.

5.12.2 CHILDREN IN HIGH SCHOOL

When there is no high school on the field to which a child can go, and it is necessary for the child to attend a boarding high school in the homeland or in another country, the missionary's Ministry Account pays the cost except for costs involved in connection with courses in music, voice and speech. There are personal expenses. Likewise, high school expenses in high school on the field (including home schooling costs) are paid by the missionary's Ministry Account except for courses in music, voice and speech.

5.12.3 COLLEGE

An Education Savings Fund has been established to help children's education while in college. This subject is fully covered in the section of this manual under "Compensation". [See Section 4.02.3.2]

5.12.4 VISIT BY PARENT TO THE CHILD OR THE CHILD TO THE FIELD

In the case of an emergency, after consulting with the Regional Coordinator and receiving permission, a parent may return from the field once during a term in order to counsel with his/her minor child in school in the homeland. If it seems advisable, the recommendation for a doctor or counselor shall be secured. The funds to cover expenses for such a trip shall be raised during home assignment period, expenses being charged against the missionary's Ministry Account.

Dependent missionary children may visit their parents on the field once during the three- or four-year term, with travel expenses being paid from the missionary's Ministry Account. This option is an alternative to the policy stated above.

5.13 MISSIONARIES' FURTHER EDUCATION

Upon recommendation by the Field Ministry on the field and approval by the Regional Coordinator, further education may be arranged for a missionary while on home assignment. Tuition, fees and one-half the cost of textbooks are paid through the missionary's account, if sufficient funds are available.

When money is thus granted to a missionary for further schooling, it is considered a loan which will be canceled at the rate of one-third of the total for each additional year of service. If the missionary leaves the employ of the Field Ministry before the total amount is canceled, any remaining portion shall become a debt to the Mission on the part of the missionary.

5.14 DEATH IN THE FAMILY

When a missionary or member of a missionary family dies overseas, local laws and the tremendous expense of transporting a body to the homeland may make it advisable for the burial to be in the country where the person has been serving. Some assistance for the expenditure of funeral expenses is included in the Social Security benefits. The Society does not pay funeral expenses or the cost of transporting the body of the deceased to the U.S. The ultimate decision regarding the place of burial shall be the decision of the deceased's family.

The Society will pay to ship to the homeland the personal effects of a single missionary who has died on the field as well as those for a family whose husband-wife has died on the field according to the regular schedule for shipments home.

Upon the death of a single missionary, salary payments will cease with the payment received in the month in which death has occurred.

In the case of the death of a missionary where children are involved, the survivor will receive a couple's salary while the children are still being supported as long as the survivor remains in service with the Society.

Upon the death of a married missionary with no children, the survivor will receive a couple's salary for three months, then a single person's salary during continued active service.

5.15 HOSTAGE POLICY

THE MISSION SOCIETY FOR UNITED METHODISTS

In keeping with the policies of Christian mission agencies in general, it is not the Society's policy to pay any ransom to terrorists or other criminals in return for the safe release of hostages. Experience proves that such payment encourages the taking of more hostages and does not prevent injury or death to hostages already taken.

If missionaries are taken hostage the Society will make every effort to assist in the release of hostages through negotiation. The victim's family members should be sent out of the country to ease the mind of the hostage concerning them. [See Exhibit 3.4]

Missionaries should consult with their Regional Coordinator prior to departure for the field in order to be thoroughly familiar with the Society's crisis intervention plans.

6. TERMINATION OF MISSIONARY SERVICE

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6. TERMINATION OF MISSIONARY SERVICE

The Mission Society looks forward to a long and fruitful relationship with its missionaries and anticipates that many will serve with the Society throughout their active ministry. Nevertheless, we recognize that missionary service may be terminated for any of the following reasons.

6.01 RETIREMENT

Honorable retirement from active missionary service on the field may be requested on the sixty-second birthday and will ordinarily be required on the sixty-fifth birthday. At his/her own request, a missionary may be allowed to continue in service on a yearly basis, but only after receiving approval from the Medical Director following an annual physical examination.

The missionary will only be sent to the field if it is reasonable to expect that (s)he can fulfill a full term. He/she must undergo a physical examination before returning to the field and receive approval from the Society's Medical Director.

Return travel and freight [See Section 6.11] are provided for retiring missionaries. In addition, a full furlough is provided.

6.02 COMPLETION OF SPECIAL APPOINTMENT

In the case of a specially assigned missionary (e.g. a short-term missionary or a missionary who is sent for a specified term under a special agreement with the Society) who has satisfactorily completed his/her agreed upon term of service, missionary service will be automatically terminated unless (s)he applies for career missionary service or for another special assignment.

Return travel, freight and severance pay are provided [See Section 6.11 and 6.12].

6.03 RELEASE

If changes in the operation of the Mission Society or the missionary's work on the field should eliminate the need for his/her services, and if reassignment is impossible, the missionary may be released from service by the Society. Only under extremely unusual circumstances would release come before the agreed upon end of a term.

Return travel, freight and severance pay are provided [See Section 6.11 and 6.12].

6.04 MEDICAL DISABILITY

Should a missionary be unable to continue in service because of medical reasons, severance pay is provided at the time of final termination, which time will be determined by the Society in consultation with the missionary and the Medical Director. Should the disability occur while on the field, return travel and freight are provided, as well as severance pay at the time of final termination [See Section 6.11 and 6.12].

6.05 LEAVE OF ABSENCE

Leaves of absence are available only to Career Missionaries.

Upon request and for reasons the Mission Society deems valid, a leave of absence from active missionary service may be granted to a career missionary for a period not exceeding three years.

The status of those on leave of absence will be reviewed by the Personnel Committee annually. A return to active service following a leave of absence depends upon the availability of an acceptable assignment and the affirmation of both the Field Ministry and the Missionary Personnel Committees.

Leaves of Absence shall be without pay. However, any funds in the missionary's account will be held in reserve until the end of the Leave of Absence, to be used for his/her future support needs if (s)he returns to active service.

If more than three years expire before returning to active service, re-application for approval for service must be submitted.

6.05.1 WHILE ON FURLOUGH

If a leave of absence begins while on furlough, the missionary's belongings remaining on the field may be shipped home and the expense charged to his/her ministry account.

6.05.2 AT OR BEFORE THE END OF THE TERM

If a leave of absence begins while on the field or at the time of a regularly scheduled furlough, return travel, freight and severance pay are provided [See Section 6.11 and 6.12].

6.06 RESIGNATION

6.06.1 AT THE END OF A TERM

At the end of an agreed upon period of service the missionary may choose not to continue as an active missionary of the Society. In such cases the missionary is considered to have "resigned" from service. Return travel, freight and severance pay are provided [See Section 6.11 and 6.12]. By mutual agreement of the missionary and the Society, following his/her return to the homeland the missionary may remain with the Society on furlough for a sufficient period of time to allow adequate itineration among supporting churches. In such a case, severance pay is provided at the conclusion of the agreed upon furlough.

6.06.2 PRIOR TO THE END OF A TERM

6.06.2.1 WITH PERMISSION

Missionaries who choose to resign from the Society and return to their home prior to the end of an agreed upon term may seek the consent of the Society. This shall be in writing, the letter of resignation being given to the Field Leader (if such an officer exists) and to Vice President for Mission Ministries at least one month prior to the date of resignation. When the Society accepts the resignation, return travel, freight and severance pay are provided. [See Section 6.11 and 6.12]

6.06.2.2 WITHOUT PERMISSION

Missionaries who leave their work or return to their home prior to the end of an agreed upon term without the agreement or consent of the Society shall be considered to have resigned from service. In this case the Society assumes no financial responsibility for the missionary, including return travel, freight or severance pay. The date of resignation is the date the missionary leaves his/her assigned post without the required consent of the Society.

6.06.3 RESIGNATION WHILE ON FURLOUGH

If a missionary on furlough contemplates resignation, (s)he should give early notice to the Society. Salary ends on the effective date of resignation, and no severance pay shall be provided. Additional freight may be provided as in 6.05.1 above.

6.06.4 SECONDED MISSIONARIES

Where the seconded missionary is serving under the financial program of the cooperating mission, the financial policies of that agency regarding termination will apply. Where (s)he is serving under the Society's financial program, the other appropriate items in this section shall apply.

6.06.5 CIRCUMSTANCES RESULTING IN AUTOMATIC RESIGNATION

Either the filing for divorce by a missionary or the unauthorized marriage of a single missionary [See Section 5.08.2 and 5.08.3] shall result in automatic termination from the Society. In such cases it shall be understood that by such action the missionary has resigned from the Society. It shall be the Society's prerogative to determine whether its financial obligation shall be the same as in 6.06.2.1 or 6.06.2.2.

6.07 RECALL

The Mission Society (and the receiving church, where such exists) may agree that the presence of a missionary is no longer needed or productive on the field. This may occur because the missionary has achieved the stated goals of the work more quickly than expected or because the continued presence of the missionary is deemed to be detrimental to the life and witness of the church. When this occurs before the end of an agreed upon period of assignment, the missionary may be recalled, though this would only occur in extreme circumstances.

Recall may at times be, but is not necessarily, accompanied by termination from the Society. The determining factor in this case will be the availability of another appropriate assignment for the missionary and the acceptance by the missionary of that assignment.

Return travel and freight are provided by the Society. Since the recalled missionary will initially be on home assignment, ongoing salary is provided. If reassignment is not possible and the missionary's service is terminated, severance pay is then provided [See Section 6.12]; however, the sum of such salary and severance pay shall not exceed that of a regular furlough.

6.08 TERMINATION OF COOPERATIVE RELATIONSHIP

Should service under a cooperative agreement or the cooperative agreement itself be terminated by any of the parties involved, the responsibility to initiate finding a new assignment and receiving the Society's approval rests with the missionary.

A transitional phase not exceeding the normal length of a furlough may be granted by the Society beyond the cessation of the cooperative relationship. If no new assignment is found within the specified time frame, the missionary's relationship with the Society will be terminated.

6.08.1 MISSIONARIES UNDER THE SOCIETY'S FINANCIAL PROGRAM

Seconded missionaries who have functioned under the Society's financial program shall continue on salary during the transitional phase. If no new assignment is found, severance pay is provided at the time of termination but only within the limits specified in #7 above. If the cooperative agreement was terminated while the missionary was on the field, return travel and freight are provided. [See Section 6.11 and 6.12]

6.08.2 MISSIONARIES UNDER THE COOPERATING AGENCY'S FINANCIAL PROGRAM

Those seconded missionaries who have functioned under the financial program of the cooperating mission and whose support funds have been transferred by the Society to that mission shall, during this transitional period, receive support from the Society up to but not exceeding the Society's normal support levels, but only to the extent that such funds are available in their support account. If insufficient funds are available, the Society may at its discretion provide financial assistance out of existing missionary emergency funds; however, it is not obligated to do so. If the termination of

the cooperative agreement came while the missionary was on the field, return travel and freight are the responsibility of the other agency.

6.09 TERMINATION FOR CAUSE

Although rarely necessary, the Mission Society has the right and duty to recall from the field and terminate for cause the service of an individual whose attitude, conduct or performance fails to meet the qualifications for missionary service or who is in some other way unsatisfactory. Only the Board or its Executive Committee shall have power to terminate a missionary for cause. Recommendation for such action shall come from the Administrative Council. Reasons for the termination shall be recorded by the Society and communicated in writing to the missionary and, where such exists, the host church. In the case of seconded missionaries, such action may only be taken after consultation with and with the agreement of the partner mission. In other cases, termination may occur only after appropriate consultation with national church officials.

Should a decision be made to terminate the service of a missionary, (s)he shall have the right of appeal to the Executive Committee of the Society, which shall function as a review committee. The missionary and/or his/her representative may make such an appeal.

Prior to the Board's decision regarding the termination of a missionary, the Administrative Council shall have authority to recall from the field said missionary when the Council deems that the circumstances necessitate such action.

Return travel, freight and severance pay are provided by the Society. [See Section 6.11 and 6.12]

6.10 INABILITY TO RAISE OR MAINTAIN SUFFICIENT SUPPORT FUNDS

Because the Mission Society is a faith mission which operates under the principle that missionaries are responsible for generating their own support, the inability of a missionary to raise or maintain sufficient funds may result in the termination of the Society's relationship with that missionary. Missionaries shall have the right to appeal to the Executive Committee a decision to terminate their relationship due to insufficient funding.

6.10.1 MISSIONARY APPOINTEES

Should a missionary appointee be unable to raise adequate funds following a reasonable length of time, the Administrative Council may elect to terminate the appointee's relationship. In such a case Severance Pay of one month is provided, but only if there are sufficient funds in the appointee's account. The disposition of remaining funds in the appointee's account shall be determined by the Society.

6.10.2 MISSIONARIES ON THE FIELD

Should a missionary be unable to raise sufficient funds to maintain his/her support and ministry, the Administrative Council, in consultation with the Personnel Committee, may elect to terminate said missionary's relationship, but only after every effort has been made to raise the needed funds. [See Exhibit 5:1, SUPPORT ACCOUNT DEFICITS POLICY] In such a case, return travel freight and severance pay are provided. [See Section 6.11 and 6.12]

6.11 RETURN TRAVEL AND FREIGHT ALLOWANCE*

In the event a missionary's service is terminated, his/her support account shall pay the expense of personal travel and shipment of belongings back to the homeland.

6.12 SEVERANCE PAY*

With the exception of terminated missionaries who either receive full furlough benefits or no salary after termination (as noted above), the missionary is eligible to receive severance pay equal to the following number of month's base salary based upon the homeland rate:

Time of Service Amount of Severance Pay

- Less than 1 year None
- 1 - 1+ years One month
- 2 - 2+ years Two months
- 3 - 3+ years Three months

Severance pay is to be provided out of the missionary's support account.

No severance pay is to be provided if a person is transferring from missionary status to full-time staff employment by the Mission Society in the homeland.

6.12.1 *CONDITION: RETURN TO HOMELAND

Payment of return travel, freight and severance pay herein described shall be contingent upon the missionary returning to his/her homeland. Should a missionary elect not to return, the Society may but shall not be required to elect to provide severance pay, but shall not provide funds for future return travel or freight.

6.12.2 *CONDITION: ADEQUACY OF FUNDING

Payment of return freight, furlough and severance pay benefits herein described shall be contingent upon sufficient funds being available in a missionary's account. If such funds are not available, the Society may elect - but shall not be required to do so - to provide these benefits out of other funds as available.

6.13 USE OF REMAINING SUPPORT FUNDS

When a missionary's relationship with the Society has been terminated, after all financial obligations to said missionary have been met (s)he may make recommendation to the Regional Coordinator regarding the reallocation of any funds in which remain in his/her ministry account. The Society, however, has final authority over the disposition of the funds remaining in his/her ministry account.

6.14 DISPOSITION OF MISSION PROPERTY

All Mission property in possession of the missionary shall be turned over either to the Field Ministry (if on the field) or the Home Office (if in the United States) at the time of termination. This includes all equipment purchased with mission rather than with personal funds, including but not limited to such items as a mission automobile, household furnishings and appliances and ministry equipment which were provided by the Society (either out of the missionary's ministry account or out of other funds).

6.15 EXCEPTIONS

Any exceptions to these termination policies shall be granted only with the express written permission of the President, or in his/her absence the Vice President for Mission Ministries.

6.16 SCHEDULE OF BENEFITS*

REASON FOR \ BENEFITS TERMINATION	FULL FURLOUGH	SEVERANCE PAY	RETURN TRAVEL	RETURN FRIGHT
1. RETIREMENT	Yes	No	Yes	Yes
2. COMPLETION OF SPECIAL APPOINTMENT	No	Yes	Yes	Yes
3. RELEASE	No	Yes	Yes	Yes
4. TOTAL DISABILITY	No	Yes	Yes	Yes
5. LEAVE OF ABSENCE				
A. WHILE ON FURLOUGH	(1)	No	N/A	Yes
B. WHILE ON FIELD	No	Yes	Yes	Yes
6. RESIGNATION				
A. END OF TERM	No	Yes	Yes	Yes
B. BEFORE END OF TERM				
1. WITH PERMISSION	No	Yes	Yes	Yes
2. WITHOUT PERMISSION	No	No	No	No
C. WHILE ON FURLOUGH	(2)	No	N/A	Yes
D. SECONDED MISSIONARIES	N/A	N/A	N/A	N/A
E. AUTOMATIC RESIGNATION	No	Same as 6.B.1 or 6.B.2		(3)
7. RECALL	(4)	(4)	Yes	Yes
8. TERMINATION OF COOPERATIVE AGREEMENT				
A. MISSIONARY UNDER MSUM FINANCIAL PROGRAM	(4)	(4)	Yes	Yes
B. MISSIONARY UNDER OTHER FINANCIAL PROGRAM	(4)	(4)	No	No
9. INSUFFICIENT FUNDS				
A. MISSIONARY APPOINTEE	No	Yes	N/A	N/A
B. FIELD MISSIONARY	No	Yes	Yes	Yes
10. TERMINATION FOR CAUSE	No	Yes	Yes	Yes

NOTES

*Special Conditions:

A. Payment of return travel, freight and severance pay herein described shall be contingent upon the missionary returning to his/her homeland. Should a missionary elect not to return, the Society may but shall not be required to elect to provide severance pay, but shall not provide funds for future return travel or freight.

B. Payment of return freight, furlough and severance pay benefits herein described shall be contingent upon sufficient funds being available in a missionary's account. If such funds are not available, the Society may elect - but shall not be required to do so - to provide these benefits out of other funds as available.

(1) Furlough/salary end at date leave is effective.

(2) Salary ends with effective date of termination.

(3) Shall be at the discretion of the Society.

(4) Furlough salary provided plus severance pay at time of termination, but total shall not exceed equivalent of full furlough salary.